

The MANUFACTURING CONFECTIONER

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NOVEMBER, 1923

No. 11



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Read wherever good candy is made



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If you are not familiar with Delft, let us send you free samples and prices. You will find it the best and most economical gelatine you have ever used.

Harold A. Sinclair

Members: National Confectioners' Association, Midland Club, Chicago Association of Commerce.

The MANUFACTURING CONFECTIONER

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fectionery Superintendents.

Vol. III

NOVEMBER, 1923

No. 11



The Consolidated Confectionery Supply Catalog is taking concrete form

Registration Blanks for free listings in the directory also a 32 page prospectus of the book have been sent broadcast to every Confectionery supply account on our list. Duplicates will be gladly sent on request. We don't want to miss listing any reputable Confectionery supply firm any more than they want to be omitted.

**The following Confectionery Supply Firms have reserved space
for their Catalog Data**

(In the order in which their reservations were received:)

As of November 5th

MATHEWS GRAVITY CARRIER CO.....	1 Page	LESTER P. WINCHENBAUGH.....	1 Insert
PRECISION THERMOMETER & INSTRUMENT CO.....	1 Page	CARTER RICE PAPER CO.....	1 Page
EMIL PICK	1 Page	IDEAL COCOA & CHOC. CO.....	1 Page
CARY MAPLE SUGAR CO.....	1 Page	HAMPDEN GLAZED PAPER & CARD..	1 Insert 1 Page
NATIONAL EQUIPMENT CO.....	3 Pages	TRAVER PAPER CO.....	1 Page
POWERS REGULATOR CO.....	1 Page	GENERAL BOX CO.....	1 Page
NULOMOLINE CO.....	Backbone of Cover	MANZ ENGRAVING CO.....	1 Insert
AMERICAN MAIZE PRODUCTS CO.....	1 Page	DOWST BROTHERS	1 Page
SETHNESS COMPANY	1 Page	McLAURIN-JONES CO.....	2 Inserts
W. L. FLEISHER & CO.....	1 Page	NASHUA GUMMED & COATED PAPER CO.....	1 Page
CANDY AND CHOC. EQUIPMENT CO.....	1 Page	G. A. BISLER, INC.....	1 Page
GIN-WOL CO.	1 Insert		

Flavoscents

CONFECTIONERS' FLORAL FLAVORS

Palatability in Floralty

HE who values the delicacy which a well chosen floral essence imparts to the savor of confectionery products might profitably test our Confectioners' Floral Flavors. They are new to the confectionery industry and freshly true to the growing flower in odor, taste and palatability. An original, novel and exclusive method of extraction makes them possible.

As seasoned experts in the development of exquisite floral effects we are peculiarly well qualified to supply the manufacturing confectioner with floral flavors that are loyal to flower odor and most agreeable to the taste. Their concentrated strength makes these products far-reaching and thus extremely economical.

Heliotrope

Honeysuckle

Jasmin

Lilac

Orange Flower

Lily

Rose

Iris

Violet

UNGERER & CO.

NEW YORK



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The Manufacturing Confectioner's Approved Advertising of Confectioners' Machinery and Supplies

and Miscellaneous Advertising Directed to Manufacturing Confectioners

POLICY: THE MANUFACTURING CONFECTIONER is essentially a manufacturers' publication and therefore is a logical advertising medium only for confectioners' supplies and equipment. The advertising pages of THE MANUFACTURING CONFECTIONER are open only for messages regarding reputable products or propositions of which the manufacturers of confectionery and chocolate are logical buyers.

This policy **EXCLUDES** advertising directed to the distributors of confectionery, the soda fountain and ice cream trade. The advertisements in THE MANUFACTURING CONFECTIONER are presented herewith with our recommendation. The machinery equipment and supplies advertised in this magazine, to the best of our knowledge, possess merit worthy of your careful consideration.

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Essential Oils, Fruit Flavor Bases, Cumarin and Vanillin

Oils of Spearmint and Peppermint, Absolutely Pure and of Finest Flavor

Oil Limes, Lemon and Sweet Orange, F. B., Handpressed

All Spice Oils Used in Confectionery
OF UNEXCELLED QUALITY

Hard Candy Flavors

APPLE
BANANA
BLACKBERRY
CHERRY (with Pit Flavor)
CHERRY (without Pit Flavor)
CHERRY, Wild
CURRANT, Black

CURRANT, Red
GOOSEBERRY
GRAPE
HONEY
LOGANBERRY
PEACH
PEAR

PINEAPPLE
RASPBERRY
ROSE
STRAWBERRY
STRAWBERRY, Preserved
VIOLET

THE reception accorded to this new group which we placed on the market only a short time ago, has been gratifying and supports all we claim for them. These flavors are of the highest concentration, have the delicious aroma of the fruit itself and have been manufactured with a special view to permanence, and TO

WITHSTAND CONSIDERABLE HEAT. In addition to the large amount of natural extractive matter from the fruits present, the Flavors contain sufficient Esters to provide the necessary strength and impart the special characteristics necessary and claimed for this group. Recommended for

FRUIT TABLETS, LOLLY POPS, STICKS, PAN WORK, CHEWING GUMS, AND WHEREVER THE FLAVOR MUST BE INTRODUCED AT HIGH TEMPERATURES.

TRUE FRUIT AROMA ESSENCES

Extra Concentrated

For fifteen years these pioneer flavors, extracted directly from the fresh ripe fruits, with no added flavor or color, have had preference with those manufacturers to whom *quality* is more important than *cost*. The flavor of perfection for Cream Centers de luxe.

FRITZBRO-AROMES

Are the *ideal flavors of highest concentration*, based on true fruit extractions and slightly fortified with natural esters for strengthening and to accentuate special characteristics of the fruit. A strictly true fruit flavor effect in a concentration much greater than can be produced in a natural true fruit essence.

FRITZBRO MAPLE BASE

A well nigh perfect reproduction of the universally liked product of the Northern Sugar Maple tree.

Two novel flavors for Fine Confectionery:

FRITZBRO SHERBET

ESSENCE OF ROMAN PUNCH

afford delicious, tasteful additions to any line

With these various groups any problem of flavoring Candies of whatever nature can be promptly and successfully solved. Samples and details will be cheerfully furnished upon application.

Fritzsche Brothers, Inc., New York

Chicago Branch: 33-35 West Kinzie Street

A Rich Flowing Cream Center

Made with Senneff-Herr's Egg-O-Creme



FREE: The Candy Maker's Guide

A booklet giving many proven formulas for producing standard staple items in a way that makes them repeat at a profit.

Egg-O-Creme makes a soft, snowy-white, velvety and creamy starch mold center that ripens ready for the market in a very few days.

Also a center that is easy to dip with a small percentage of coating, on account of a smooth, firm crust and the absence of starch.

OTHER SENNEFF-HERR PRODUCTS

X-L CREAM CARAMEL PASTE

We guarantee X-L CREAM CARAMEL PASTE not to turn rancid, sour nor curdle. It makes a caramel as smooth as one made from pure sweet cream at LESS COST and has a richness of flavor that is true to its name. It EXCELS.

NOUGAT WHIP

is monarch of them all in quality, lightness, smoothness and flavor. Our NOUGAT WHIP is made from pure Hen Egg Albumen. IT IS ABSOLUTELY FREE FROM SUBSTITUTES.

NOUGAT WHIP belongs to Senneff's "Big 3" family.



SENNEFF-HERR COMPANY, Sterling, Ill.

You may send a copy of your **Candy Maker's Guide**—without obligation.

Name

Per

Address

FRUIT FLAVORS

Essential Oils = Food Colors

Have you yet made a practical trial with

OIL SWEET ORANGE CALIFORNIAN

pressed at National City, Cal.

Pure Raspberry Flavor

Pure Strawberry Flavor

Guaranteed from the fruit exclusively and products of 1923 crop.

CONFECTIONER'S ORANGE PASTE

a pure fruit product manufactured at our works at National City, Cal., from the finest Californian fruit. Prepared by a special process, whereby all the **fresh, pure, natural** orange flavor is fully retained.

Ideal for use in cream centers.

Send for October Price List

W. J. BUSH & CO.

INCORPORATED

370 Seventh Avenue

NEW YORK, N. Y.

Chicago Office: 1018 S. Wabash Ave.

Montreal Office: 394 St. Paul St. W.



Now!

A New Standard Confectioner's Corn Syrup—Uniform in Strength and Constant in Gravity—

Anheuser-Busch Brand Confectioner's Crystal Corn Syrup is our latest product. Months have been spent perfecting it. It has been subjected to all laboratory tests. Each batch is tested for candy-making at all temperatures.

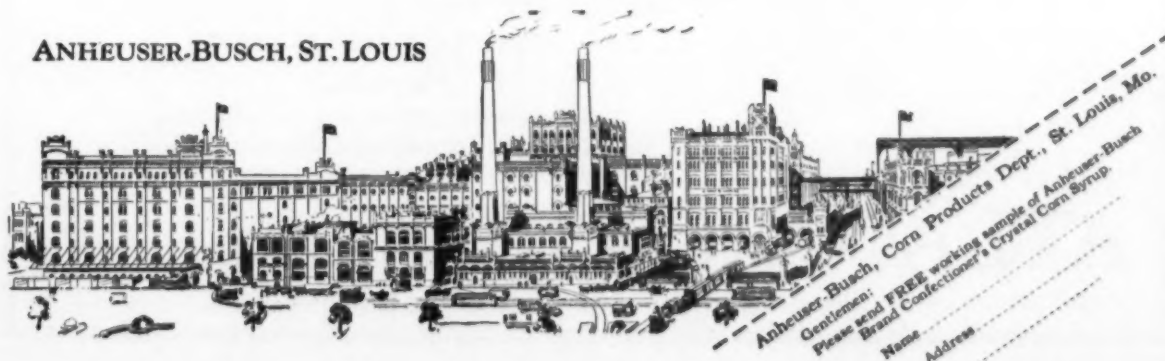
It is clear and pure, of uniform strength and constant in gravity. It works equally well in high-cooked candies, chewing candies, cream and gum work.

It is made in a large, well ventilated plant equipped with the newest and most modern machinery. Human hands never touch it. Large, glass-lined storage tanks are used. Thus perfect cleanliness is assured.

The coupon below will bring you a generous working sample—free of all charge and without obligation. Try it. And judge its worth by what it does. Fill out and mail the coupon today.

ANHEUSER-BUSCH BRAND CONFECTIONER'S CRYSTAL CORN SYRUP

ANHEUSER-BUSCH, ST. LOUIS



Standardize on a Safe Gelatine

To safeguard the reputation of your product you must be sure of the quality of your ingredients. You must please the public! You do this best and easiest by standardizing on materials that are of unvarying good quality.

Save yourself concern—uncertainty—in the matter of the gelatine you use by standardizing on "Atlantic"—a gelatine so pure, so clear and of such uniformly fine quality that it is described as a "super-clarified" gelatine.

Painstaking care in manufacturing, using only the finest raw materials obtainable, is what accounts for the consistent high quality of our gelatine. Atlantic passes the pure food requirements of every state in the Union. It's dependable!

Tie to Atlantic super-clarified Gelatine—and play safe.

Atlantic Gelatine Company
WOBURN, MASSACHUSETTS

Branches

Chicago Suite 510, 118 N. La Salle Street
New York City: Room 1081 Woolworth Building



*"Purest and best—
It Stands the Test"*

**See If It Isn't
Better—**

Make the test of trying out our gelatine by ordering a barrel from the nearest office. Use five or fifteen pounds and if it doesn't match up with our claims for it, send the unused portion back. We will pay the freight both ways.

ATLANTIC ^{Super-Clarified} GELATINE

N u l o m o l i n e f o r B e t t e r C a n d y



*P.S. Nulomoline makes
Candies that keep.*

A Booker Process Cream

formula controlled by

The Nulomoline Company

New York :: Chicago :: Boston

A BOOKER PROCESS CREAM

ILLUSTRATED on the opposite page is a flowing cream made by our patent Booker Process. This process is one of the products of our Service Department, which is maintained for the benefit of our customers.

The inversion of sugar is an important factor in the manufacture of candy, and is usually obtained before coating the goods. The Booker Process makes it possible to secure any desired degree of inversion after the centers are under chocolate.

Our chemists tested goods made by this patent process and found a gain in inverted sugar of 20% in a period of two and a half months. There was a gradual breaking up of the sugars extending over that period which resulted in a gradual softening of the center. This change in the center was apparent within two days from the time the goods were made, showing that the process sweats the center quickly.

Tests made of other centers showed only a slight change in their chemical combination, the gain being less than 2% of inverted sugar.

Since the presence of inverted sugar insures the life of the center, the above tests clearly demonstrate the advantage of the Booker Process.

There is another advantage in our process. All of the small leaks are sealed. When the syrup comes in contact with the air, it hardens, forming a coating that is as effective, so far as moisture-retaining is concerned, as the chocolate itself. We have seen a center that had a very bad leak. One half of the center was hard, the other half remaining so soft that it flowed. The sealing of the goods in this manner effects a saving by materially reducing the amount of goods lost by poor dipping.

The practical man often finds that the scientific combinations suggested by chemists have to be overhauled in order to make them work under factory conditions. As the Booker Process has been worked out under the direction of a candy maker, you will find that formulas we furnish are practical, and the method of working simple.

All formulas and information sent without obligation

M-11 Service Dept. THE NULOMOLINE CO., 109-111 Wall Street, New York, N. Y.
Please send me your formulas for
(Check those desired)

Nougat	<input type="checkbox"/>	Cast Creams	<input type="checkbox"/>	Name _____
Caramels	<input type="checkbox"/>	Hand Rolled Creams	<input type="checkbox"/>	Position _____
Fudge	<input type="checkbox"/>	Hard Candy	<input type="checkbox"/>	Firm _____
Marshmallow	<input type="checkbox"/>	Coconut Work	<input type="checkbox"/>	Street and No. _____
Jellies	<input type="checkbox"/>	Bon-Bons	<input type="checkbox"/>	City and State _____

Established



1768

ANTOINE CHIRIS, Marchand Parfumeur, place neuve, à GRASSE, <i>Vend en gros les Parfumeries détaillées ci-après.</i>		
SAVONNETTES. Savonnettes communes <i>stades</i> communes blanches aux fines herbes à la Bergamotte à l'Ambre à la Rose	de Bigarrade de Portugal d'Ambre de Musc de Thym de Lavande de Serpolet de Romarin de Marjolaine de Myrte de Vanille	à la Jonquille à la Cassie POMMADES de composition. Il tient toutes les qualités.
QUINTESSENCES de toutes qualités. Essence de Rose d'aillet de Canella de Nérolly de Bergamotte de Citron, de zest de Citron distillé	POMMADES aux fleurs. Pomme à la Rose au Jasmin à la fleur d'Orange à la Tubéreuse	HUILES PARFUMÉES. au Jasmin à la Rose à la Tubéreuse à la fleur d'Orange à la Cassie Il tient aussi toutes sortes de bombonnières, et fait la commission des huiles d'olive saines, mi-fines et pour fabrique.

Aout 1768

Exact reproduction of first "Price List" of Antoine Chiris
 Dated August, 1768

"Our experience of over one hundred and fifty years of continuous manufacture in this line should enable us to serve you well."

Basic Fruit Flavors - - Essential Oils

Uniformity — Strength — Quality

GENUINE FRUIT EXTRACTS and FRUIT PASTES
 —especially adapted for flavoring cream centers.

IMITATION FRUIT FLAVORS—for flavoring hard goods where
 high temperature will not permit use of Genuine Fruit Extracts.

*Send for samples and descriptive
 booklet of our Basic Flavor Products*

ANTOINE CHIRIS COMPANY

153 Waverly Place, New York City, N. Y.

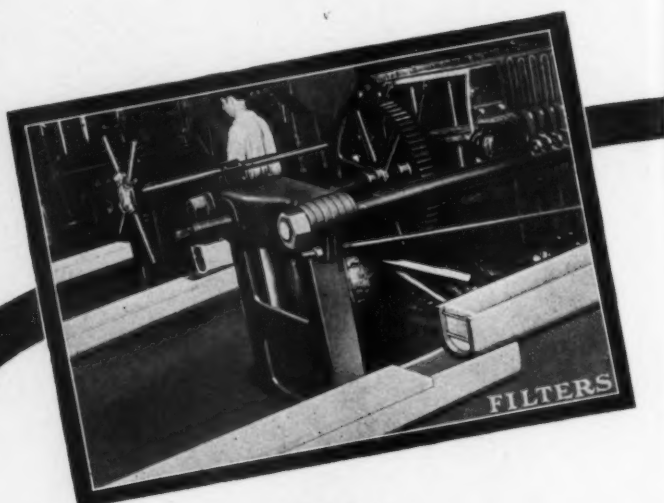
BRANCH OFFICES AND STOCKS

CHICAGO: 150 W. Austin Ave.
 SAN FRANCISCO: 216 Pine St.

PHILADELPHIA: 327 Walnut St.
 ST. LOUIS: 511 S. 2nd St.

MONTREAL: 489 St. Paul St., W.

Only 5 minutes



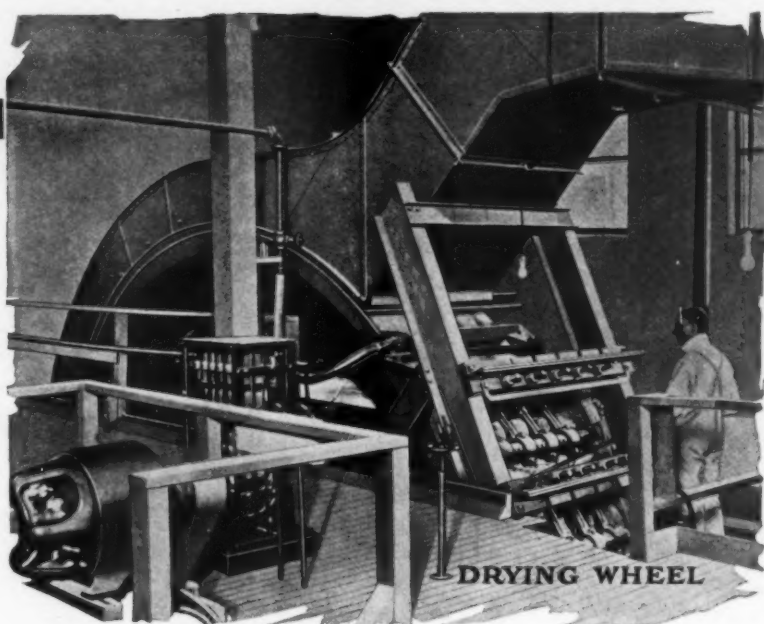
from Filters to Barrels

It's a radical departure—undoubtedly the greatest step forward in the history of Gelatine production. Just think of it—only 5 minutes to accomplish what formerly required from sixteen to forty-eight hours. And you know how important the element of time is in the production of any food product. Gelatine liquors, being exceptionally sensitive, rapidly deteriorate when held for any length of time at the temperature required for drying. Consequently, practically eliminating time in manufacture assures the user of Gelatine a product of unparalleled uniformity in purity.

This great contribution to the gelatine producing art is a result of years of untiring effort put forth by our scientists and engineers who are recognized as leading authorities throughout the industry. By one revolution of the big Drying Wheel pictured above, the liquid gelatine, directly from the filters, is transformed into flake gelatine and deposited into containers.

The same zeal that so closely guards sanitation in the produc-

Ucopeno Pure



DRYING WHEEL

tion of WHEEL DRIED Gelatine also extends to the selection of the raw materials from which it is made. You cannot imagine—much less produce—a better, purer, more wholesome gelatine than UCOPCO. And yet it costs no more than ordinary gelatine.

No user of gelatine—large or small—who is seriously endeavoring to make his product the best possible can afford to ignore UCOPCO—the super-gelatine. Orders can be placed with the nearest branch listed below. Stocks are carried at points convenient to you.

You can improve your product by the use of UCOPCO without additional cost.

United Chemical & Organic Products Company

Home Office

4200 South Marshfield Ave., Chicago

Branches

New York New Orleans Milwaukee
Detroit San Francisco



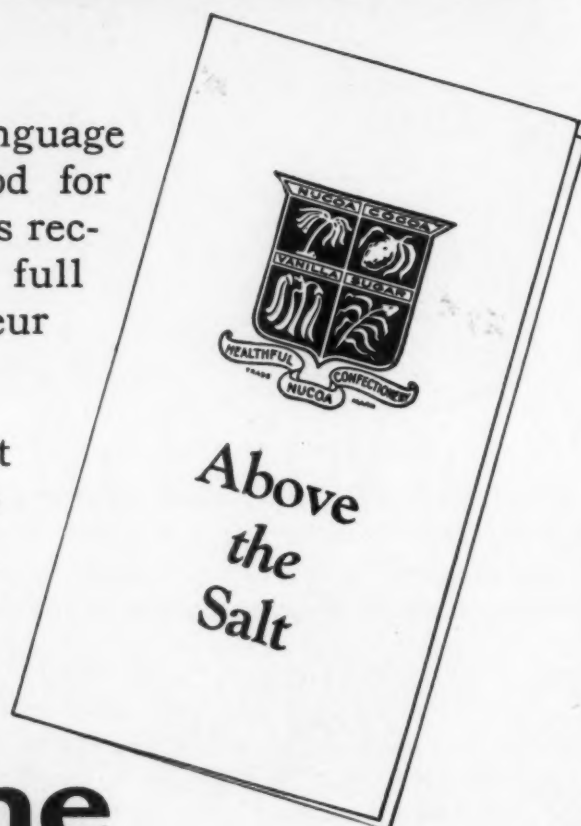
FROM WHEEL TO BARRELS

Food Gelatine

Send for this Booklet

IT gives in simple language the scientific method for Salting Peanuts—Gives recipe and method in full so that even the amateur *can't* go wrong.

The Salted Peanut Business is a Profitable one. The Big Salters all use our product—



Nucoline

the pure snow-white vegetable product for cooking nuts preparatory to salting.

Let Nucoline and Nucoline Service help you to make your Nut Salting Business Pay—and pay *Big*.

Our Demonstrator—an expert Nut Salter—will visit your plant

and advise as to what kind of machinery to use. And he will *show* you how to salt nuts—just as the Booklet *tells* you how to do it.

Write for Booklet "*Above the Salt*" today, and advise if you would like a call from our expert. Booklet and Demonstrator Service are *free*.

THE BEST FOODS, Inc.

CHICAGO
111 W. Washington St.

NEW YORK CITY
Nucoa Building
4th Ave. at 23rd St.

SAN FRANCISCO
1964 Bryant St.



Ready for Your Holiday Trade *as soon as coated!*

Quick-ripening, creamy, high grade centers of A-1 quality—the Fondax formula will turn them out ready to sell as soon as dipped! Can you equal that with your present materials?

If your standard stock takes too long to ripen up, you need not limit your production of fancy box goods for holiday trade. Cream centers made with Fondax can be exhibited by your salesmen as soon as made.

Book your orders for Christmas delivery now. Send for your supply of Fondax. Proven formulas free to bona fide manufacturers.

White Stokes

FONDAX

WHITE-STOKES CO., Inc.

3615 Jasper Place, Chicago

253 36th Street, Brooklyn

Uniformity—Strength —Purity



"Atlas Brand" Colors

(All Shades)

Certified Combination Colors
Certified Primary Colors
Certified Paste Colors
Vegetable Dry Colors
Vegetable Paste Colors
Atlas Carmine No. 40

"Atlas Brand" Flavors and Extracts

Genuine True Fruit Extracts
Imitation Fruit Flavors
Conc. Imitation Fruit Flavors
Pure Vanilla Extracts
Imitation Vanilla Flavors
Maple Flavors

The colors and extracts you use in the manufacture of your product can either add to its ultimate success or be the means of failure.

"A chain is no stronger than its every link."

A poor color or a cheap flavor can ruin the best confection.

"Atlas Brand" colors and extracts are uniform, strong and pure. They are the result of seventy-two years of perfection. Their perfection is recognized by many of the country's foremost Candy manufacturers and their use is employed in every part of the country.

A trial quantity of "Atlas Brand" colors or flavors will be gladly sent on request with the understanding that they must satisfy—otherwise returnable at our expense.

H. KOHNSTAMM & CO., Inc.

CHICAGO

11-13 E. Illinois St.

NEW YORK

83-93 Park Place

ESTABLISHED 1851



EDITORIAL

Declaration of Belief for Food Manufacturers

The following declaration subscribed to by the American Specialty Manufacturers Association should strike a responsive chord among the manufacturers of our industry. The business of manufacturing any food is indeed a "solemn calling," but it seems fitting that the business of manufacturing confectionery is especially so and carries with it a double responsibility—a profession doubly glorious as compared with other foods because candy contributes its quota toward public service, not only in form of its *nutritional value*, but also its aesthetic and artistic characteristics. And no nation can live without art.

Candy's contribution to the happiness, wholesomeness and artistic fitness of things in this world should inspire every manufacturer in our industry with an unusual pride in his product, a pride which will prompt a very high manufacturing standard of purity, sanitation and factory conditions befitting the production of a food product. To the following declaration we say, "Them's our sentiments, too":

DECLARATION OF BELIEF

1. We believe that the food manufacturer should ever be mindful of and guided by the fundamental principle that his business is a solemn calling and a glorious profession dedicated to a great and paramount public service.

2. We believe that the food manufacturer should always be animated by a true spirit of justice, amity, responsibility and service in all his dealings with others and unswervingly act at all times in pursuance of the elementary conception of right, honorable and ethical business conduct as befitting his membership in a society built upon the sure foundation of democracy, organized in harmony with the most enlightened civilization in history, inspired by the teachings of our Divine Master and finally, directed equally to preserve the opportunity and rights of each for the benefit of all and to enhance the general happiness and welfare.

3. Hence we believe that it is the unquestioned obligation of each and every food manufacturer:

(a) To manufacture food products only under proper conditions and of established value, pure and wholesome in composition and true upon and to their label;

(b) To label, advertise and merchandise such products only in a manner wholly free from misrepresentation of any kind, in complete accord with both the spirit and terms of the applicable laws and in entire harmony with the highest standard of commercial morality and ethics;

(c) To refrain from in any way or to any extent unduly infringing upon the equal rights (whether moral or legal) of a competitor and unfairly interfering with his business, as by uttering false or disparaging statements about him or his products or his business, by misappropriating his trade names or formulae or the distinctive form or dress of his product, or by enticing away his employees;

(d) In short, constantly, earnestly and conscientiously to strive at all times and in all ways to advance the science and to elevate the profession of food manufacture to the highest and idealistic plane of public value, to the end that it may best and most completely serve the public at large.

4. This do we believe: "Whatsoever ye would that men should do to you, do ye even so to them."—Charles Wesley Dunn.

Is Candy Industry Attractive to Skilled Help?

Much space in this issue is given to a discussion of labor and employment methods, but the crux of this labor problem is voiced in "An editorial about Candy Cooks" on page 39 of this issue. The high cost of labor turnover and incompetency will always be with us sapping our profits and jeopardizing the industry unless we offer skilled candy makers at least the same degree of permanency of employment as other industries. Furthermore, some constructive action should be made to develop an interest in candy making as a trade. What's the answer?

The Trend Toward Simplification

About the most significant thing in industry right now is the effort that manufacturers are making to reduce the number of lines of product they have to turn out. Popularly this movement is called "Simplification."

Any manufacturer knows that it is far more expensive to make a dozen varieties of a product in a single plant than it is to make one; and that conversely it is cheaper to make a dozen than to make 150. There are many reasons why this is so. The most important are, first, that labor is most effective when kept on the same operation on a single type of product. Second, switching machines from one product to another results in a lot of lost time.

Some men succumb easily to the arguments of their salesmen and keep adding new products for them to sell without regard to whether the factory is equipped to turn them out economically. What they gain in easier selling they usually lose in uneconomical manufacturing.

Those who have attempted to reduce their lines have often found that selling is no harder. Sometimes it is easier.

Among those who have benefited from simplification is a cigar manufacturer who reduced the varieties of cigars from 300 to 10.

A knit underwear mill that formerly made shirts, drawers and union suits for men, women and children now make nothing but babies' shirts. His costs have come down.

A tool manufacturer has cut out the many needless sizes he formerly made. A clothing manufacturer who once made an average of 500 styles, has concentrated on only 12 styles and makes nothing but blue serge suits. His costs have been reduced 20%.

There is hardly a manufacturer who cannot benefit from this policy.—William R. Basset.

Labor and Employment Methods



The Eleventh article of an extensive series on
***Candy Factory Management Methods, Factory Practices
 Material Handling, Labor Management, Etc.***

Based on personal interviews with manufacturing confectioners and a special investigation of their manufacturing problems

by Ralph G. Wells

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Exclusively for The Manufacturing Confectioner

THERE is considerable difference of opinion among candy manufacturers as to how extensive a labor program is really worth while. Conditions vary so much from plant to plant and between communities that different organizations need different methods. In the larger cities the working force fluctuates so much that some claim that it does not pay to maintain an elaborate personnel or service program. Other successful firms have found certain activities a distinct value in stabilizing their working force and building up a stronger and more permanent nucleus of effective workers.

One manufacturer in expressing the former viewpoint said: "The first and most important step in developing an effective working force is to eliminate the seasonal fluctuations of the business. So long as the candy industry is conducted on a seasonal basis, making it necessary to put on large numbers of workers during busy seasons and then lay them off in a few months, it is impossible to build up the same plant spirit and morale that exists in other industries." This firm, through the proper co-ordination of sales and production, finds it possible to develop a production program which enables them to maintain a fairly stable and uniform working force throughout the year. The owners of this business attribute much of their prosperity to this policy.

In order to test the sentiment of manufacturing confectioners and to determine just what was being done in the industry, THE MANUFACTURING CONFECTIONER sent a questionnaire to a number of firms. These have in some cases been supplemented by personal visits. The results of this inquiry are given below. The

points regarding which information was requested from manufacturers are printed in black-faced type. Below each question there is a summary of the replies received.

(a) What Methods Are Used in the Selection and Hiring of Employees?

Replies emphasize the importance of carefully selecting help, not only from the standpoint of skill and ability, but also because of general health and cleanliness. Many plants insist on a thorough medical examination, or a health certificate from a reputable practicing physician; some state laws require this.

Nearly all large plants maintain a central employment department, as it saves times and secures better selection of workers. The following reply from a large firm is typical:

"We have an employment manager, with two assistants, who interviews all applicants, does all the hiring of help. Employees are discharged by the superintendent, but he sends them to the employment office before final discharge, as an employee may not fit in one department and yet may be useful in some other department. The employment office has charge of timekeeping and payroll, and consequently keeps in close touch with all factory employees. It also handles transfer of surplus workers from one department to another."

A well-known firm says: "Our organization is not large enough to maintain a regular employment department. All of our male employees are hired by one of our department foremen. Girls are hired by a competent woman, who also has full charge of the welfare work in our organization."

In the smaller plants it is the prevailing practice for the superintendent to hire all help. It

seems to be pretty well agreed that employes should be selected subject to the approval of the foreman or the department head, but that the foreman should not discharge employes without the approval of the superintendent.

(b) What Methods Are Used in Training Help?

Ordinarily new employes are trained by being placed alongside of experienced workers. Several plants grade the work of a department and start employes at the simplest operation and then as they gain experience, transfer them to more complicated jobs until they have secured all-round experience. In some of the larger plants a special instructor is provided in each room. New employes are turned over to this instructor, who is frequently an assistant foreman or forelady. The instructor gives such preliminary explanation and training as is needed to start the new employes in with other workers and keeps constant supervision over the beginners until they have acquired sufficient skill to be placed on piece work.

Two typical replies are as follows: "In positions where a great deal of skill is required, the foreman or forelady is charged with the responsibility of instructing the help."

"New employes are schooled as to wrapping, packing, dipping, etc., and given one week to become at least 50 per cent normal, always working under the instruction of an experienced girl."

One or two interesting experiments have been made in training employes for candy work and the results of these are described more fully in another column.

(c) Indicate Methods of Supervision, Inspection and Discipline

Nearly all replies state that foremen or foreladies are responsible for maintaining discipline in their departments. They also have full charge of inspection and see that work is turned out on time. They adjust any minor difficulties which come up from time to time among employes in their respective departments.

Under this heading one firm comments: "A careful selection when hiring help makes discipline as such unnecessary in our plant."

(d) Have You Any Special Factory Rules and Regulations?

All plants have special rules regarding sanitation and cleanliness, requiring employes to wash their hands carefully before beginning work and after any special interruption. Some require the foremen and foreladies to check up the cleanliness and health of each employe at the beginning of the day.

Aside from rules conforming to state requirements and hours governed by local conditions, no other special rules were found. As a rule all firms require employes to be ready for work at a definite time. No smoking, flirting or lollygagging of any kind is allowed within the plant and employes are not permitted to use the telephones or receive visitors.

Several firms issue a printed book of rules and regulations which also gives general information regarding the company employment and service activities. Every employe is supplied with a copy of this booklet and some of the most important phases are explained before work is started. While rules and regulations should be definitely understood, care should be exercised in wording these rules and expressing them so that they will not sound too harsh or arouse antagonism. Keep in mind your own reaction when someone tells you "you can not" or "shall not," especially in your younger days.

(e) What Methods Are Used to Secure Regular Attendance and to Avoid Tardiness?

To the writer's surprise, a number of manufacturers replied that they have little trouble on this score, attributing their success in maintaining regular attendance and avoiding tardiness to piece work and time clocks. Others, however, are not so fortunate.

One manufacturer points out that "this is a responsibility that is directly up to superintendents and foremen and is, after all, a question of personal ability to secure employes' co-operation in being on hand promptly as needed."

No instances have been found where an attendance bonus has been permanently successful. One or two firms have tried this out, but after the novelty had worn off, it proved ineffective.

"Irregular attendance and tardiness reflects upon the ability of the foreman to manage his department on an economical and efficient basis."

"The rule for tardiness is that one hour is deducted from employes' time for every five minutes or over that they are late."

(f) Indicate Wage Systems Other than Hourly Rate or Straight Piece Work

Many plants do not have any special wage systems other than straight piece work or the hourly rate. One letter reads: "Our wage rates are such that it is not necessary to offer incentives in the form of bonuses. We have made a careful study of all duties performed by employes and believe that we have worked out a fairly satisfactory scale of wages."

Considerable further information was received in regard to wage systems and is reported on more fully in another column.

(g) Have You Any Financial Incentives Other than Wages, Such as Special Bonuses, Profit-Sharing, Stock Ownership, Pension Systems, Group Insurance, Thrift Plan?

Information received in answer to this question is discussed separately further along in this article.

(h) Indicate Methods Used in Handling Medical, Safety and Sanitary Problems

The majority of plants maintain a special first aid department in charge of a competent nurse. Others also have a regular physician

who visits the plant regularly at stated hours, and all employees are given an opportunity to consult the physician. There is absolutely no charge for this service.

A few plants have full time physicians who supervise all activities affecting employees' health, direct safety work, and make physical examinations. One plant has a visiting nurse and follows up all absentees, and in case sickness is found, the physician visits the employee's home without charge.

Larger candy manufacturers are finding that a well organized medical department in the hands of a thoroughly competent and reputable physician is a distinct asset and that it pays actual dividends in the form of better morale, happier employees and increased production. It not only reduces absences, but keeps the employees in better health, so that they do more and better work.

Perhaps one of the most interesting points developed has been the increased practice of having dental and eye clinics as an adjunct to the regular medical service. One manufacturer found that nearly half of his employees had defective vision and that since he has had a competent oculist visit the plant and give employees the right glasses, the quality of work has improved a great deal. In this plant one or two instances were found of employees holding responsible positions who had such blurred vision that they could not see defects and imperfections clearly. Where an oculist is engaged the author strongly recommends that firms make sure that he is also a graduate physician from an accredited medical college, as some eye troubles are really symptoms of some other more serious disease.

In this connection, manufacturers should realize that a trained nurse has no legal right to do medical work except under the direction of a recognized physician. While she may do first aid work, she must not assume responsibility for giving medical advice or in any way lay herself liable for practicing medicine. If she does, the firm might become involved in a lawsuit.

(i) Do You Maintain a Factory Restaurant, Refreshment Booths, or Employees' Store?

While many factories maintain refreshment booths or supply employees with hot coffee and cocoa, the general experience with restaurants for employees has apparently not been satisfactory, as they have sometimes caused friction and misunderstanding. This is rather surprising, as restaurants are proving very successful in other industries. Candy plants located in sections where employees cannot go home to meals or where there are no satisfactory restaurants or lunch rooms in the neighborhood, frequently find it necessary to maintain a lunch room where employees can get a few simple dishes at cost. This cost as a general rule does not include any charge for rent, overhead, or supervision.

Several firms have had good results with restaurants. This is generally due to the fact that the restaurant is operated by the employees' mutual benefit association or other similar organization. If employees come from the more thrifty races, they seem to prefer to bring their own lunch rather than pay out money for food, even if supplied at cost.

One very progressive firm has a modern clubhouse with an up-to-date cafeteria, where employees may get a well cooked meal for thirty cents. Another large firm gives over an entire floor to a restaurant and recreation rooms for employees.

(j) Have You Any Special Recreational Activities, Athletic Association, Club Rooms, Rest Room, Libraries, Athletic Field, Dances, Outings and Other Special Activities for Employees?

Numerous interesting replies were received to this question. It seems to be the practice of candy manufacturers to provide such facilities for recreational activities and rest rooms as the space in their building will permit. At least one firm has a well equipped clubhouse located close to the plant, which includes, in addition to the restaurant and the usual conveniences, a library, small dance hall where entertainments are sometimes held, and an outdoor athletic field for the use of employees. Some firms have set aside an entire floor of their building, equipping it with special facilities for the benefit of employees. In other cases the roofs of buildings have been arranged so that employees in good weather may spend their lunch hour in the open air. Many firms mention special social activities such as outings, dances, annual picnics, Thanksgiving and Christmas parties, and other special events which promote sociability among the employees and build up a plant spirit that can be attained in no other way.

Athletic activities and associations are proving very successful in some localities. They create interest and loyalty as well as providing wholesome and healthful recreation.

In smaller communities, firms find that there is generally sufficient social activity so that it is not necessary for the firm to promote work of this nature. Several replies intimate that the local Y. W. C. A. or Y. M. C. A. is near enough to their plant to serve this purpose.

(k) Do You Have a Suggestion System, Employees' Paper, Mutual Benefit Association, Special Welfare Work?

Several firms have well developed plant papers and find that they promote good fellowship and interest in the company's activities. The value of such a paper depends entirely upon the ability of the editor. A well edited paper, full of interesting items, is of distinct value, but no paper is better than a poor one.

Many firms have suggestion systems, but have found that they did not work satisfactorily. For this reason there is given in another col-

(Continued on page 40)



Customs of the Raw Material Trades and their Relation to the Candy Industry

A Series of Articles on Purchasing Confectioners Supplies

By *Albert Adams Lund*

Mr. Lund is purchasing agent with one of the foremost manufacturing confectioners in America. This series will cover the various phases of the everyday interests and problems of the buyer of candy factory supplies. Comments and open discussions from other buyers are invited, as well as suggestions of topics which would be of special timely interest to any of our subscribers—Editor.

III Weighing

A MANUFACTURER once said that when breaking in a new receiving clerk, his favorite method of determining the clerk's attention to business was to check the gross weights reported at the close of the day on items like peanuts or walnuts, where there was almost certain to be a noticeable shrinkage from the original shipping weights, and consequently from the figures which appeared on the supplier's delivery slip tally. If the receiving sheet agreed exactly with the billing and the material had not been reweighed immediately before delivery, he felt reasonably sure that he had found a "Copybook Aleck."

But what would have been an inaccuracy in the receiving clerk's tally, some custom of the trade might adequately justify in the supplier's invoice weight. The question of where to draw the line between the mathematical precision of an A-1 Receiving Department and the queer kinks of trade custom opens a broad field of application to the manufacturer in search of purchasing economies.

Factors in Weight-Changing Process

His first consideration must be the origin of the invoice weight; in other words, where and by whom were the goods weighed? Most of the materials which we employ in the manufacture of our candies have been transported over great distances by land and water. During this period between the original weighing and their arrival at our doors, the materials undergo a succession of physical and climatic changes, tending for the most part to diminish the original shipping weights. Apart from the element of time, the chief factors in this weight-changing process are as follows:

1. **SHRINKAGE** (natural evaporation)—common to all nutmeats, dried fruits, etc.; more particularly to Brazils, peanuts and pecans, because of the prevalence of under-curing.
2. **LEAKAGE**—applies not only to merchandise of a liquid character, but also to the sifting of sugars, cocoas, bag nutmeats and the like.
3. **SOAKAGE**—the type of loss which is exemplified by the sticky exteriors of date cases. A loss varying with the porosity of the container and characteristic of molasses, honey, condensed milk and syrups of various kinds.
4. **SAMPLING**—generous helpings by importers and government officials, not to mention the steady stream of brokers and prospective buyers, make this an item to be reckoned with. Failure to properly seal the package after sampling may be responsible for still further losses through sifting and leakage.
5. **PILFERAGE**—often practiced with extreme cleverness, nails returned to the original holes, straps accurately replaced and the package otherwise left in such condition as to leave doubt as to whether the missing portion has been stolen or shortshipped by the supplier. The nature of this loss makes it run into real money.
6. **ABSORPTION**—again in weight peculiar to gums and gelatines; to a lesser extent to honeys, sugar syrups, etc. It has been said that where Japanese gelatine has been held at seaboard for any length of time, it has been reweighed immediately prior to shipping in order to take advantage of the extra weight absorbed from the moisture-laden atmosphere.

It is apparent that the single instance of a gain in weight (through absorption) goes but a short way toward compensating for the many losses which occur during the carriage and subsequent storage of the great majority of raw materials. That these losses are not insignificant or negligible, as some would have you believe, is witnessed by the following actual telegrams copied from one of the broker's files:

- No. 1. *"Can offer firm ten tons Chinese 30/32 peanuts eight seventy-five f. o. b. San Francisco, freight allowed to Chicago Gross San Francisco Re-weights."*
- No. 2. *"Accept your offer on basis Chicago Re-weights."*

The counterbid was refused, giving evidence that the difference between the Chicago and San Francisco weights would have been sufficient to destroy the seller's margin of profit.

Except where there is an understanding to the contrary, the terms of delivery fix both time and place of weighing, and since these details very often influence the cost of the material up to 4 and even 5 per cent, it is only natural that the interpretation of the terms used in this connection should come under continual dispute.

How Jake Made Good on Filberts

A certain importer whom we shall call "Jake"—not because that is his name, but because it is remotely like it—was temporarily short of filberts with which to execute his contracts with his customers here. Anticipating his predicament by several weeks, he purchased from a fellow-importer on a steamer shortly due to arrive, 100 bales of selected Levantes at a price quoted "Ex-dock New York, duty paid." The arrival of the consignment brought forth a bill from the importer at "Shipper's weights." Seeing his small profit dwindling, Jake went up in arms, insisting that the nuts be immediately reweighed and a corrected invoice sent him on the basis of the New York weights. His supplier naively suggested that

he could readily ascertain the weights by calling in a licensed weighmaster and having them tallied at his own expense, but since by turning over the documents the shipment had become in effect an import order, he would not be responsible for the losses which occurred in transit. This Jake refuted—and incidentally won his case on arbitration—by showing that it was not his place to weigh them since the terms F. O. B. instead of C. I. F. New York made it distinctly a local purchase and as such entitled to the New York weights.

Had you been in his place, would you have known that a shipper's weight billing was a violation of the rights accorded you by an established trade custom, and what would you have done about it?

The general lack of knowledge of what these terms imply offers great temptation to the unscrupulously inclined, who are thus enabled to deceive the purchaser with attractive prices while secretly retrieving their concessions in the weights. It is clear that any quotation of price may become quite valueless if it fails to take into account the weight at which the material is to be billed.

For all ordinary purposes, there are but three classes of invoice weight:

1. PACKER'S, also known as Shipper's or Factory Weights.
2. INTERMEDIARY OR RE-WEIGHTS (Landed, Arrival, Warehouse, Weigher's Weights, etc.)
3. DESTINATION WEIGHTS.

(The term "Actual Weights" is commonly used to distinguish Re-weights from Packer's Weights, but the broad definition of the word "actual" makes it subject to criticism.)

To The Raw Material Buyer: Do You Know—

- how the elements of time and location affect weights?
- when an invoice weight is unprotestable?
- what phrase on your order signifies whether you are entitled to re-weighing?
- under what circumstances and to what extent you must allow the supplier for weight shortages due to natural shrinkage?

"Among the importers themselves, this matter of shrinkage allowance is a source of continual dispute. One prominent supply house says, 'As far as the importer is concerned, the shrinkage allowance on shelled nuts in bags is understood to be 1%, in boxes 2%. The local buyers, on the other hand, receive all bags and bale goods on re-weights; but on box goods they are not entitled to make deduction, where the shrinkage does not exceed 2%.'"

"As opposed to the 2% allowance which the trade generally expects the local buyers to stand on box

goods, the Dried Fruit Association, which more or less defines the custom in such matters, countenances an allowance of only 1%. According to the 2% theory, a buyer would have no claim on box almonds weighing 27½ instead of 28 pounds or walnuts weighing 54 pounds instead of 55. The situation is summed up by the importer who states, 'We feel it is only fair to expect the buyer to stand at least a portion of the natural shrinkage. Of course, if he insists upon buying these items on actual weights we, as the importers, will absorb the loss and take it into account the next time we quote him a price.'"

"It is difficult to say where trade custom ends and trade confidence begins," says Mr. Lund, who illustrates this interesting phase of the purchasing agent's business in the accompanying article.

Boxed Nut Meats, for Instance

In a number of materials like boxed almonds and walnuts, where the principle of standardization has been developed to a fairly high degree, the package weight is taken for granted as confidence in the integrity of the packer. Here enters the problem of "Shipper's weights," a term which takes into account the natural phenomena of evaporation, absorption, soakage, etc., and primarily designed to absolve the shipper from losses arising from these causes subsequent to packing. Technically, the classification "Shipper's weight" is applicable to sales made F. O. B. shipping point or C. I. F. destination, both implying that delivery takes place at once in the sense that title passes and the shipper's responsibility ceases from the moment the goods are delivered to the carrier for transport to their ultimate destination. Weights of this character are unprotestable, except in that certain limits have been evolved beyond which, as by reason of undercuring or short weight, the shipper is held liable. In the case of shelled nut meats, this shrinkage which the buyer must stand has been fixed at 1 per cent; for nuts in the shell, 2 per cent; and for an extremely susceptible material like Jap gelatine, while there is no fixed limit, the purchaser is considered to have a valid claim if the natural shrinkage exceeds, say 4 per cent.

(You undoubtedly figure your cash discounts in your costs. Do you figure these shrinkage losses as well?)

Material Sold on Shippers' Weight Basis

The following will indicate the class of materials sold on a shipper's weight basis:

All shelled nuts in cases or boxes, such as almonds, walnuts, pignolias, pistachios, pecans, etc.

Nuts in the shell.

Dried fruits, such as apples, prunes, raisins, apricots, currants, etc.

Jap gelatine, egg albumen, dessicated cocoanut.

Imported citron and peels, etc.

Filberts and almonds in bags or bales are seldom resold to the local buyer on a shipper's weight basis, but are usually invoiced at the domestic weights, whereas standardized packages are shipped out at the original shipping weights, with the afore-mentioned tolerances for natural shrinkage.

On the Re-Weight Basis

Second, we have the intermediary or "Re-weights," corresponding to quotations F. O. B. delivery point (which may be ex-dock, ex-cars or ex-warehouse). These weights may be either of official or unofficial character. In the former instance, the supplier designates a licensed weighmaster, who, in consideration of an established fee, tallies the weight or gauges the measure (whichever is necessary) as the goods are checked off the dock or out of the warehouse. The weighmaster's certified weight

note accompanies the supplier's invoice, and is incontestable except in a case of fraud.

The operation of all persons and instruments engaged in this profession are closely supervised by the Bureau of Standards and their work is usually accurate.

The supplier often feels that he is doing something in the way of an accommodation when, on an item like shelled nut meats, he pays for this service, and thereby forfeits his privilege of taking advantage of the trade custom which permits him a leeway of one per cent shrinkage. At other times, he may have the goods weighed to avoid controversy. But many confectioners do not understand the legal aspect of weighmaster's tested weights and try to force the supplier to accept the weights of their own house scale which may not have been tested for several years. That a supplier offers to give you a certified weight note with your purchase, particularly on small lots, is the best of evidence that he is acting in good faith, and a protest under these circumstances, besides being quite futile, simply leads him to think that you are trying to "put one over." It must be remembered that the object of re-weights is to relieve the buyer of loss through diminishment of quantity up to the time of delivery.

The following are typical of the class of material customarily re-weighted:

Almonds, filberts or domestic peanuts in bags or bales.

Figs, in bags or boxes.

Dates.

Cocoas.

Maple sugar.

Vanilla beans, etc., etc.

Similarly, materials of the nature of honey and molasses are ordinarily regauged.

The avoidance of the weigher's fee leads to innumerable unofficial re-weights, mostly taken by the suppliers themselves and subject to arbitration if they do not agree with the weights the customer receives. This system works well so long as everybody is honest or until the truckman sets himself up in the push-cart business on what he can snatch here and there from his deliveries.

Where goods are delivered to a warehouse for your account, it is important that you insist on a weight note, otherwise it may be difficult to substantiate claims against the warehouse for discrepancies arising through carelessness while the goods are in their custody. Likewise, when a supplier issues a series of delivery orders to cover sales of merchandise ex-warehouse, it is only his ability to produce certified weight notes which enables him to prove his withdrawals and protect himself against the frequent pilferage and leakage losses.

On Destination Weights

As for destination weights, these are accorded by the supplier only when he has neglected to

(Continued on page 45)

Getting Jobber Co-operation

The First of a Series on Selling Confectionery

By J. George Frederick

President The Business Bourse and Author of "Modern Sales Management"

EXCEPT in the case of the manufacturers of package lines for retail agencies and a few large national advertisers, the jobber becomes an extremely important link in the distribution of candy. Bulk candy, penny goods, bar goods and miscellaneous specialties are distributed through the jobber because it would be practically impossible for the manufacturer to sell direct to every individual retailer. In selling over any wide territory, his salesforce would have to call on perhaps a hundred times as many customers without any practical possibility of selling anything like much more volume of goods as his jobber account would handle. Every sales call costs money—and multiplying costs by ten to a hundred would be obviously prohibitive unless volume could be increased and stabilized to a degree that can only be reached via the consumer advertising route and even then the jobber is indispensable in most cases.

Much depends upon the jobber whether he is simply a necessary medium or an active aid, but whichever he is, it is largely in the hands of the manufacturer as to what he may be. Not all the burden should be placed on the jobber. It should be co-operatively borne, and through combined efforts much can be accomplished toward making the indirect contact with the consumer—through the retail outlets—one of telling effect.

The manufacturer who sells—or the jobber who buys solely on price is a detriment to the progress of the confectionery industry. With present conditions as they are—manufacturing, wholesaling and retailing fields crowded beyond capacity—the price basis is at best a temporary foundation. Demand must be increased, and consumer demand of the permanent type is much less a matter of price than that of quality. Happy be the manufacturer who can combine the two, but if one must be sacrificed, it cannot profitably be quality. There is far too much candy of poor quality on the market, and it all tends to sink in the mire of mere price competition.

It is, among the most desirable jobbers, not enough to merely present a good quality candy in order to make sales. The manufacturer must do his share toward making sales easy. Most jobbers are willing to distribute dealer helps if they are given—provided the manufacturer has enough faith in his product and his helps to

assist in this work. In view of the expense of most dealer helps—such as posters, cut-outs, display cases, etc., the successful manufacturer must make them all tell.

The development of candy selling by zones appears, as a rule, to be the best method of making substantial progress. Even without the aid of an extensive sales force, it is possible to get some personal contact with dealers in a limited territory. In this connection, the average manufacturer places too little confidence in sentiment as an aid to his business. Dealers and jobbers are very human indeed. If they understand the position of the small manufacturer, who is limited in funds and who must, therefore, depend upon co-operation for his success, they are usually quite willing to lend their assistance in presenting his goods in a manner to attract attention, providing they are sold on his article and his own efforts to make a market. In many cases, it would be well to lay all the cards on the table and make a frank appeal to his friendliness. A good article, fair policies, live aggressive use of such capital as he may have, all make the trade believe in you and promote your business.

Too often manufacturers expect the jobber to bear the brunt of sales promotion, on a narrow margin and with cheap advertising help. It can't be done. If you're "just another one," with nothing in any way to distinguish you from a score or more of others, there is no hope of arousing more than a flicker of interest from the trade. The dealer and jobber are just as anxious to "get on the band wagon" of a new success, but they have seen so many failures and mediocre successes that they are at least passively conservative. Even extra discounts will not tempt them unless other features are present. Distributors are influenced more by demand and evidence of repeat orders than by special discounts. If the orders are coming in, there will be little hesitancy in either stocking the goods or providing special effort to re-sell the product. The large number of items handled by the average wholesale confectioner makes the lessening of sales resistance to any special product an important factor so far as the distribution of his efforts are concerned. They, too, like to help them who help themselves.

Even when there is but one salesman, the manufacturer can gradually accomplish something—provided, always, that he has something worth while to sell, and will use brains in his

plans. Consumers as a class are always ready to try something new. With candy, particularly, there is a marked tendency to tire of any special kind and to turn to any new variety—or even any new variation of an old one which makes the consumer-work considerably less. They may cling to their coffee, their roast beef, their fish-on-Friday, but they seek variety in their specialties. They gladly try out a new cigarette, a new breakfast food or a new piece of candy. While it is, of course, impossible to please every taste, it is more or less up to the manufacturer in maintaining quality and uniformity and an aggressive merchandising program which will keep the goods to the front and ever before the public once he actually gets the consumer to try the new line.

Jobbers complain that they do not get selling helps, and manufacturers complain that so many of them are never distributed that they cannot afford to send them. It is plainly a lack of co-operation. The manufacturer, in some way, has failed to make it clear that dealers can be induced to use such helps, and the jobber fails to see that they will actually pull sales.

Executives or Sales Manager Should Visit the Trade

A jobber told me not long ago that for five years he had been selling a certain firm's goods and that he had never been visited by any of the higher executives of that firm. He said, "Wouldn't you think that the head of this company would take off an hour sometime and visit the jobber who is doing so important a part of his distribution? We have had controversies, mostly by mail. Wouldn't you think he'd consider it worth while making a personal visit to settle the point, which will effect his relations with us for years? No! I'll bet he never thought of leaving his comfortable office chair and paying me a visit. And yet I'd probably speed up on his line if I felt the atmosphere of his business and products which can only come by some personal contact."

The manufacturer who has only one or two salesmen should particularly pay attention to this point. It applies equally to jobber and dealer. It is worth the president of any company's time to personally visit his largest jobbers and his most actively co-operating dealers when he is in the neighborhood. He may be no salesman and he may be tall or fat or short or thin and carry an accent—no matter the lan-

guage of the heart speaks, for the trade is complimented when it feels that the head of the company comes out to co-operate with "the boys on the firing line." It shows appreciation of effort and enheartens the salesmen. And what's more a customer will open up and talk policies and conditions and let loose of vitally important information to a chief executive who is not on a selling mission but who sincerely and thoughtfully invites a conference with his distributors.

Selling through jobbers is particularly dangerous unless your products are well merchandised for jobbers are after all distributors, not demand creators, and must be sustained with advertising and personal contact and service even after they are distributing your goods, if you do not wish to wake up some fine morning and find your line out in the cold. The jobber will appreciate sales talks to his men, and even letters addressed to the men, but he naturally resents any effort on the part of manufacturers to give bonuses or premiums to his salesmen for pushing their goods. The National Wholesale Grocers' Association recently passed a resolution against this practice and it is very generally accepted that such methods are unethical and unsound. He will appreciate a new talking point and snappy note in your advertising; an evidence of merchandising brains mixed up with your goods!

Above all things work out a thorough and effective merchandising program on your goods and equip your salesmen and distributors with a specialized knowledge of just what the candy buyer should know about your candies to intelligently appreciate their value and sell them to his trade. In the first place your selling talk should give the candy buyer a clear understanding of what the piece is made of, its eating qualities and establish the worth of the goods consistent with the price asked.

Then take up the merchandising possibilities of each piece and work out a selling talk for the jobbers' salesmen with retailers' prices and profits all figured out so the buyer can immediately visualize the *re-salability* of your line. If your goods have real merit and you have a clean-cut, comprehensive merchandising plan and program to support them in the field—a plan which provides for a fair margin of profit to both jobber and retailer—then you may reasonably expect the full measure of co-operation from the confectionery jobber.

Training Help In Candy Plants

By Ralph G. Wells

TRAINING is a vital problem in the candy industry, not only for the development of the permanent force, but because during rush seasons it is necessary to hire such large numbers of comparatively inexperienced girls and bring them up to efficiency quickly. While some manufacturers believe that it does not pay to put much effort into training new workers because so many of them are merely hired temporarily during rush periods, nevertheless, this is the very reason why it is so essential to study carefully the training problem and determine on the best and most economical method which will bring the girls up to maximum efficiency most rapidly. It is a short-sighted policy to neglect the training of any employee.

Some manufacturers are losing production and hiring more help than is actually needed because they do not get the maximum possible efficiency out of the workers. Even though girls are paid entirely by piece rate, too many workers are an unnecessary expense. They increase the percentage of seconds, add to the cost of supervision, and occupy space that might be used more profitably for other purposes. Each additional employee costs in one way or another a great deal more than the amount of their wages.

Of course, the most economical answer to the training problem is to lay out a uniform production program for the entire year, as has been emphasized in previous articles, so that a permanent crew of experienced workers can be kept in each department throughout the year. There are, however, a number of manufacturers who question the financial soundness of this argument and claim that they make more money in the long run by not making goods any further ahead than they can help, and then in rush seasons adding to their force a sufficient number of temporary workers to get out the volume of production needed.

In any event, experience has shown that more work of a better grade can be secured from either the temporary or permanent worker, who has been carefully and properly trained. Proper training methods do not necessarily mean increased expense. In fact, under the plan suggested below, it will be found that the actual cost of training is more than offset by the increased efficiency of the worker.

Breaking In "Green" Help

It is not necessary to maintain an elaborate training department. The essential element in successful training lies in the selection and development of competent instructors for each room. These instructors may be experienced workers or assistant foremen or foreladies, and

can give the major portion of their time to actual production work.

We should remember that the most skillful worker is not always one who can teach new employes the best. Not infrequently, the best worker in a room has neither the ability, the patience or the inclination to properly instruct the new employee. When a green hand is placed alongside of such a worker the effect on both the old and the new employee is not always the best. First, the old employee resents the interference with her output; second, she becomes irritated with the slowness of the new girl in grasping perfectly obvious things, and last but not least, if the old employee has any bad practices, the new employee nearly always picks them up.

For this and other reasons the prevailing hit or miss practice of placing the new employee alongside of the experienced worker and depending upon this method alone for training is probably the most expensive method in the long run that a manufacturer can adopt. It takes time, delays production of other workers, retards the new employee and causes a certain amount of ill feeling and friction.

Manufacturers who have studied this problem have proved by actual experiments that the most effective and least expensive method of training is to provide in each department a carefully trained instructor who has been selected for teaching ability and who knows not only how to impart knowledge but also what knowledge must be given to the beginner to properly handle the work.

Training of Instructors

The secret of training success is in the proper selection and training of instructors. This must be based upon a careful analysis of the operation to be taught, the splitting of this operation up into its elements, and the determining of the best method of teaching these elements to the new workers.

This calls for a careful study of the job to determine (a) the best and shortest method of doing each job; (b) the fundamental elements of the job that must be taught; (c) the best methods of teaching these elements; (d) the classification of the working rules and regulations and other information that the worker should be given. Such a job study can easily be combined with time studies made for rate setting purposes.

After the above details have been worked out and agreed upon by those interested, the next step is to train instructors. Some companies find that it pays at the beginning of each rush season to spend several days in training the

instructors and making sure that they know exactly how they are to proceed in breaking in the new girls. It saves time to standardize on these methods, setting down the principal points in black and white so that instructors may refresh their memories easily. Furthermore some plants hold weekly conferences of instructors to keep up the effectiveness.

The Critical First Two or Three Days

Workers should be given immediate adequate instruction so that there will be no time lost in breaking them in and getting them at the work promptly. The first two or three days of an employee's work with the company are the most critical. There is a certain nervous strain as well as a period of discouragement, which, of course, lasts until the new employee has become acquainted with other workers and with the job. Instructors should be schooled in the best methods of introducing a worker into the organization and maintaining her interest and enthusiasm. Regardless of opinions to the contrary it will pay any candy manufacturer to take the time necessary to determine exactly what training methods are best suited to each operation and to see that there is an instructor in each department who is competent to bring the new employee up to the standard of efficiency without undue delay.

As soon as applicants are hired, they should be given such preliminary information regarding the job, working hours, company rules and regulations as are needed and then turned over to the instructor or the head of the department where they are to work. The next step is to show them briefly exactly what work they are to do, to give them an opportunity to watch older employees at work. The instructor should then sit down with the new employee and perform the operations slowly. After the employee has grasped the idea sufficiently, the work of teaching the elements of the operation can begin. It is better if possible to have the new employees practice at a special table for a while until they begin to gain confidence and skill.

Many plants start new girls in with the simpler operations, working them up gradually to the more complicated ones. This is a good method as it is highly desirable to arrange the training program so that the girl begins producing as quickly as possible.

As a matter of fact, the only difference between the method suggested above and the prevailing practice, is that the new employee is under the supervision of a trained instructor from the time that she starts to work until she becomes sufficiently proficient to be placed upon her own responsibility. It does not add to the expense of training, nor does it take any more work on the part of anybody except in the first instance when it is necessary to work out the methods to be followed by the instructors and the time that is required to train the instructors at the beginning of each season.

Surprising statistics could be quoted to sup-

port the above claim. An instance can be given where one firm reduced the number of employees in a department from forty to twenty-three and increased the total output of the department over three hundred per cent, merely by studying each operation in that department carefully, selecting the best method, and providing a definite means of instruction for each worker in the room. Experience has shown that a well trained worker does much better work than the employee who has been allowed to drift. Furthermore, a well trained worker needs less supervision, is more dependable, turns out more work, wastes less material, and gives a higher percentage of perfect pieces. Such an employee is more interested in her work and will generally become the type of employee that is retained permanently on the roll if possible. It pays to train and it pays to train well. Any employee who is worth hiring is worth training.

Wage System

Straight piece rate is the prevailing wage system in the candy industry. In the majority of plants every job is placed on a piece rate basis where this can be done.

Nevertheless, there are a number of confectionery superintendents who believe that better results are obtained by paying straight time for all work. One large concern writes that all employees are on an hourly basis and that they have no piece rates. Another letter says, "We believe that our wage rates are such that it is not necessary to offer incentives in the form of bonuses. We have made a careful study of all the duties performed and believe that we have a fair scale of wages." A third firm states that they do not use any special bonus but pay an honest wage and demand honest work in return.

Much can be said in support of the argument that better work can be secured by straight hourly rates, but judging from replies received to inquiries and studies made in a number of plants visited, the greater majority of firms are using piece work wherever possible. It must be admitted that piece workers require closer supervision and inspection than others do.

So much has been written on the subject of wage systems that it is hardly necessary to go into detail regarding all of the different plans that can be found. Instead a list of suggested readings is given below.

Ed.'s Note.—In order to save the reader's time, we would refer those who wish a full discussion of the different wage systems and wage setting processes to the following publications:

Bulletin No. 44, published by the Federal Board of Vocational Education, Washington, D. C., Nov., 1919.

"Work, Wages and Profits," by H. L. Gantt, published by the Engineering Magazine Co., New York, 1919.

"Time Studies for Rate Setting," by D. V. Merrick, published by the Engineering Magazine Co., New York, 1922.

On pages 275 to 303, of "Industrial Management," by Richard H. Lansburgh, published by John Wiley and Sons, New York, 1923.

In discussing wage systems, there are two or three fundamental points that should be kept in mind. First, it is a serious mistake to set a piece rate until a thorough job study has been made of the operation and the best method of performing the work has been selected. Furthermore, benches, stools, racks, all other equipment and facilities should be studied and perfected beforehand, the flow of material to and from the job improved and steps taken to insure that the worker will always have a constant supply of material on hand and that the work will be taken away promptly. After all of this has been done and not until then is it time to set the piece rate. One reason for this is that every other possible means of increasing the output and improving work should be adopted before resorting to a change in the rate scale. It will be found in many plants that surprising improvements will result from a careful study of jobs. Then, after the methods and equipment have been perfected, it will be found that the piece rate will prove the final incentive needed to bring quality and quantity up to the desired standard.

While rates are frequently set on the basis of past performances, experience has shown that the most satisfactory method is by a detailed time study of the operation. The "detailed" time study is much superior to the "over all" method which is used frequently by those who do not want to go to the trouble of using a more accurate method. The first step in time study consists of the "breaking down" sub-division of the operation into its motion elements, the setting down of these motion elements in their sequence on an observation chart, then by means of a stop watch or better still, by motion picture camera, the exact time required for performing each element is determined. A series of such studies is made of the performances of a number of workers. The record is then analyzed and there is built up a minimum time allowance for the operation. To this minimum allowance must be added certain percentage of time as a rest and delay factor. The amount to be added varies with each operation and can be determined only after careful study.

It is better to study the best and most skillful operators in the room and to use their time as the base factor, and then make such allowances as will bring this up to an average performance rather than to base the time studies on the work of the average girl. Another advantage of this method is that frequently a detailed study of the methods used by the best operator will give information which will enable the time study man to work out a speedier method of performing the operation, and this can be taught to other workers.

There are a number of good books on Time Study, particularly one by Frank B. Gilbreth on "Motion Study" and another one by Dwight V. Merrick, mentioned above. Any one interested in the subject should read them. THE MANUFACTURING CONFECTIONER will also be glad to answer any specific questions regarding time study methods and other practices in setting wage rates.

After the job has been properly studied the methods perfected, the rates can then be set. It should be made an invariable rule that after the rate has once been set it will not be reduced. In order to avoid the necessity of changing a rate, experiments should be made with a few individual workers to see how much they can make and whether the rate is practical and feasible before putting it into effect permanently.

It seems to be the consensus of opinion among manufacturers that where the piece rate is used, workers should be guaranteed a certain minimum hourly rate and then when their output exceeds a certain quantity, they are to be paid on the basis of the number of pieces produced.

Bonus Systems for Piece Workers

In addition to the foregoing, many have found it desirable to utilize some form of incentive other than straight piece rate which would stimulate workers to increase their production up to and beyond a certain point. It is frequently found where workers are merely paid a straight rate that the incentive to produce more than a certain quantity is hardly strong enough to get them to put forth the extra effort and concentration that is necessary to accomplish this. For this reason various special bonuses have been developed. The most common types are well known and are described in almost any standard book on factory practice. Most of these systems can be divided into two classes—one, bonuses where the worker is paid a higher piece rate or is given an additional percentage of earnings after a certain quantity or quota has been produced; the other, premiums computed on the basis of time saved, in which a stated time is allotted in which to perform a given task. The worker is credited with one-half of one-third of the time saved if he does the work in less than the allotted time. The amount is given as a premium to induce the worker to complete the quota in a shorter time and therefore to increase the total output per day. Some of the plans used in the candy industry are quite similar to the standard methods used in other industries. For instance, there is Taylor's Differential Piece Rate, under which a fairly low rate is paid up to a certain point and when this point has been reached, a much higher piece rate is paid for the entire production.

A modification of this plan is the Graduated Piece Rate System, under which the piece rate is increased gradually as the output increases,

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thus, if one cent were paid per package for the first one hundred packages, one and one-half cents would be paid for the next one hundred packages, two cents would be paid all packages above three hundred.

Another plan is known as Gantt's Task and Bonus System, and is fully described in his book on "Work, Wages and Profits." By this method the worker is allowed a definite time in which to complete a certain quantity of work. If the worker completes the task in the allotted time, he is paid a straight hour's rate, but if, on the other hand, he completes the work in less than the stated time, he will receive not only pay for the full time allowed but also in addition a percentage bonus in proportion to the amount of time saved. Thus if 4 hours at 30c an hour were allowed for a job the worker receives \$1.20 regardless of when it is completed in 3, 4 or 5 hours, but if completed in 3 hours he would receive also a bonus of say 20 per cent or \$1.44 for 3 hours' work. This equals 48c an hour.

The Halsey Premium Plan has been mentioned above. Under it the worker is guaranteed a certain hourly rate but receives as extra compensation from 30 to 50 per cent of the time saved if work is completed in less than the allotted time.

There are numerous other systems in use, many of which are too complicated to be of much value. It is essential that any wage system be easy to calculate and to understand; otherwise, there is danger of continual friction on the part of the worker. Employers should avoid complicated systems which are hard to understand and require a great deal of clerical work.

Group Bonuses

It would be impossible to describe in detail all of the special plans and wage systems which have been found in industries. Two illustrations will serve to indicate what some candy manufacturers are doing. The first illustration is a well known plan of group bonuses which is found not only in candy firms but also in the automobile industry. In confectionery plants, it is most commonly used on the enrobers. Under this plan all the workers on the enrobers receive their minimum base rates. These may vary from twelve to eighteen dollars a week, depending on the work done, skill, experience and length of service of the employee. The bonus is based on the output of the entire machine, and each girl receives as a bonus a certain percentage of her guaranteed rate if the machine exceeds the standard output. This percentage increases in proportion to the extent that the standard quota is exceeded. It has proved very effective and has the advantage that it develops a cooperative spirit among the workers in a given group because it is naturally to the advantage of each to see that the other keeps up her output. The one drawback is that

S-54						
Workmanship						
Co-operation						
Energy						
Conduct						
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Remarks						

RATING CARD FOR EACH EMPLOYEE

friction is sometimes created if a slow worker is put in with the group. This can be obviated, however, by introducing all new workers into a preliminary or training group before they are put on a production basis.

Each Employee Given a "Rating"

A second type of wage system is based on employees' general efficiency. Each employee is rated by the foreman or superintendent on the basis of their workmanship, cooperation, energy, conduct and attendance. These grades are established either weekly or monthly and the workers receive as a bonus in addition to their regular earnings, a certain percentage which depends upon the rating that they receive for that period. This bonus plan applies both to straight piece workers and to employees who are on an hourly basis.

Below is given the rating scale that is used for grading workers and the card upon which the grades are entered.

Rating Scale

A-High Z-Low
(There will be no other grades marked on cards. If neither of above grades appear "average" will be taken for granted.)

Consider	Based on:
1. Workmanship	Quality of work. Quantity of work. Skill.
2. Cooperation	Willingness to "help out." Doing without being told. Making suggestions.
3. Energy	Not lazy on regular work. Ambition—finding work.
4. Conduct	Attitude towards other employees and superiors. Do not overdo, and avoid personal feeling.
5. Attendance	Regularity. Time of arrival for work.

In selecting a type of wage incentive, it is well to choose one that will accomplish the double purpose of reducing the unit labor cost and at the same time permit the worker to earn more per week. Several of the systems mentioned above will do this.

Other Incentives

In addition to special types of wage incentives several manufacturers have other activities which are of financial benefit to the employees. These include:

1—*Pension Systems*, whereby employees who have been with the company a certain number of years and are incapacitated or become too old to work, receive as a pension a certain percentage of their average earnings. One typical plan provides that employees who have been in the employ of the company for twenty or more years continuously, will receive as a pension when incapacitated that portion of his average earnings which is equal to $1\frac{1}{2}$ per cent for every year that he has been in the company's service. Thus after 30 years' service the pension would be 45 per cent of average yearly earnings.

2—*Group Insurance*, under which employees who have been with the company for two or more years continuously receive a life insurance policy to the amount of \$500.00. In some cases, after five years' continuous service, the amount of this policy is increased to \$1,000.00. Better results are secured by having employees contribute one-half of the premiums.

3—*Thrift and Saving Plans*, whereby employees deposit weekly certain sums of money. These plans are generally carried on in cooperation with a local savings bank. Experience has shown that it is much better if possible to have any savings plan operated either by employees or a bank. Under many of these plans employees needing money can secure a loan from the fund paying smaller rate of interest than if they went to loan sharks.

Numerous firms have taken very definite stands against loan sharks, practically refusing to recognize wage assignments unless compelled to do so by legal process. Nothing is more detrimental to the morale of an employee than to be in the hands of a money lender or of an installment house. Many firms are doing everything they can to combat this influence.

No instances were found in the confectionery industry of any plans for selling stock to employees. There are many disadvantages to stock ownership by employees. In other industries, instances can be cited where workers have purchased stock, only to have its market value decline during a period of depression. This resulted in considerable feeling against the management. One or two firms have definite profit sharing plans. While these have proved successful for executives and salaried employees, the experience is that profit sharing for the average wage earner is not sufficiently successful to encourage anyone to install such a program.

Perhaps one of the most comprehensive plans is a cooperative association, organized some years ago by a large confectionery manufacturer in the east, under which numerous activities are carried on for the benefit of the employees. The association is officered and man-

aged entirely by employees. Executives as well as wage earners are members. The association operates a very fine restaurant, a small cooperative store, a mutual benefit association, a savings and loan fund and numerous social and recreational activities. The association has a paid secretary. It has the advantages that the employees feel that everything done is for their own benefit. If any activity is not run satisfactorily they cannot criticize the plant management.

Suggestion Systems

Numerous firms report that they have tried out suggestion systems but these have not been successful. Careful inquiry has been made into one or two suggestion systems where good results have been secured. From this source the following general rules for the successful operation of such a plan were obtained.

First, all suggestions must be opened and read by one of the chief executives. Many plans have failed because the suggestions are placed in a box which is opened spasmodically by some clerk or minor official. For this reason the employees feel that the firm does not attach much importance to their suggestions. Moreover, there is not the same incentive to turn in a suggestion as if the chief executive of the company himself personally opened and read all of the suggestions. Unless one of the chief executives is willing to take the time for this, successful results cannot be expected.

Second, the chief executive himself must acknowledge all suggestions no matter how trivial, either by letter or by personal talk. This is vital, for an employee does not turn in a suggestion unless he considers it worth while. It may seem a minor matter to the company but it is an important event in his own life. If many suggestions are turned in without being acknowledged or some sign of appreciation being shown by the firm, the word soon gets around that no attention is paid to suggestions.

Third, the firm must not expect a very large percentage of real constructive suggestions. One or two worthwhile suggestions out of every one hundred, would in themselves warrant the maintaining of such a system. It will be found that many foolish and perhaps irritating suggestions are put in at first merely to try out the firm's attitude. Executives must have the courage and patience to wade through this first deluge without losing hope.

Fourth, every suggestion, no matter how trivial, which is a good one and does not entail too much expense, should be put into effect immediately and given such publicity as will impress employees that action is being taken on their suggestions. Don't be discouraged if really valuable ideas are not forthcoming at once.

Frequently, suggestions are discussed by executives in the same light that they would consider recommendations from men holding

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"We shall be glad to recommend the REX machine to anyone requiring a machine that will turn out a superior product."

**FROM THE BELLINGHAM CANDY CO.,
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"It is one of the finest machines in our factory. From a standpoint of volume and uniformity, it cannot be beat. It is the biggest little machine in existence."

**FROM THE MUELLER-KELLER CANDY CO.,
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"Our experience with your REX Cream Center Maker Machine has been very satisfactory. We have found it to do all that you claimed, and the sanitary feature enters in as an added attraction to the increased output.

"We shall be pleased to recommend the machine to anyone making inquiry."

FROM MOIRS, LTD., HALIFAX, N. S.

"We have found your REX Cream Center Maker very satisfactory. It turns out Cream Centers more uniform than can be done by hand, and it has proved both a labor and space saver."

FROM FRED SANDERS, DETROIT, MICH.

"We have used the REX Machine for a number of years, and are happy to state that it has been in constant use, without pause, during that time. It has satisfactorily

handled every requirement to which it has been assigned, and produces a quality center in a most efficient manner."

**FROM MRS. FRAWLEY'S BETSY ROSS CANDY
SHOPS, INDIANAPOLIS, IND.**

"We are pleased to say that the REX Center Machine has been a very profitable investment because it has saved us about one-third of our labor costs in rolling and dipping chocolate creams."

**FROM THE GATES HOME MADE CANDY CO.,
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"Would say that we have found your Rex Machine thoroughly satisfactory in every way.

"We can now turn out in half a day with one boy the same amount which formerly required 3 girls a day to do. The centers are now uniform in size, whereas under the old hand rolled method they were irregular.

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**FROM HAZELWOOD CONFECTIONERY AND
RESTAURANT, PORTLAND, OREGON**

"We have been using the Rex Cream Center Maker for several years, and find it to be satisfactory in every way. It has enabled us to dispense with the services of three girls who were formerly employed at hand rolling centers. We consider your machine to be more practical for forming cream centers than any other."

FROM W. A. THORPE, JACKSON, MICH.

"Have used the Rex Cream Center Machine for three years with perfect success and would not do without one in my factory."

Model E, 75-lb. capacity, 96 centers per tray; weight 150 pounds boxed for shipment. Price, complete with all equipment, \$295.

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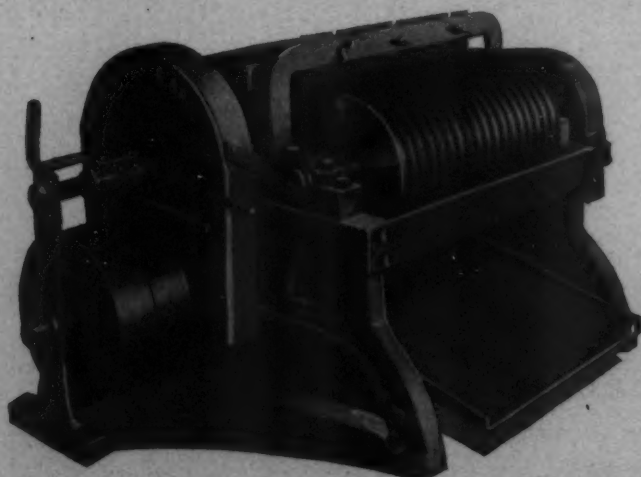
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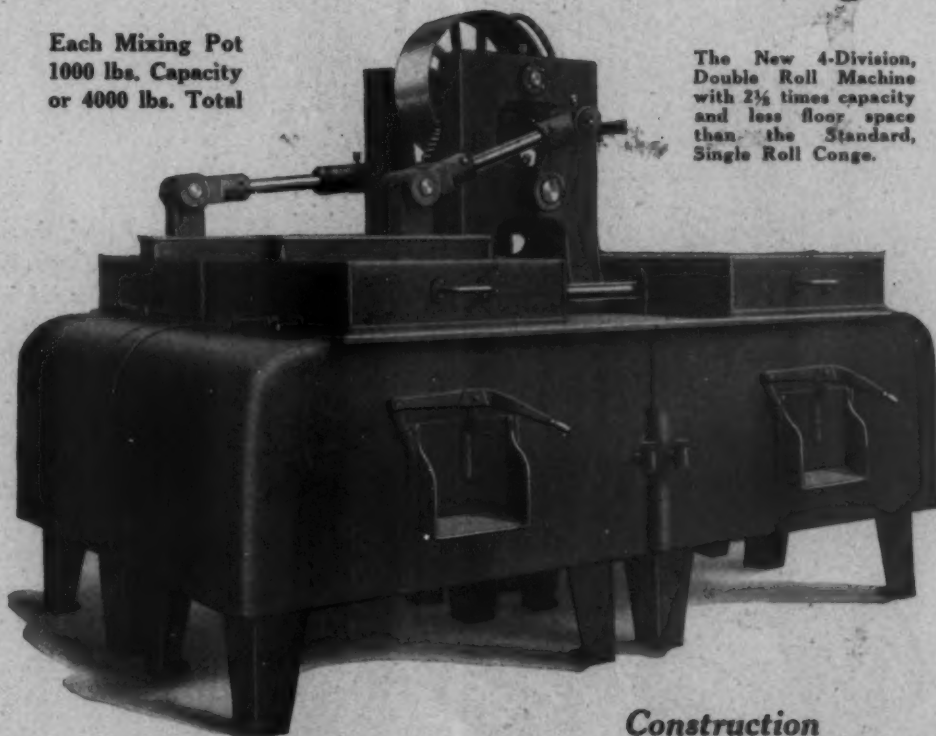
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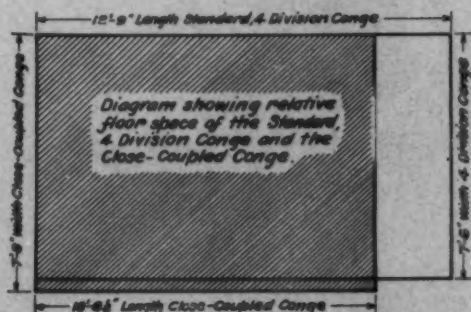
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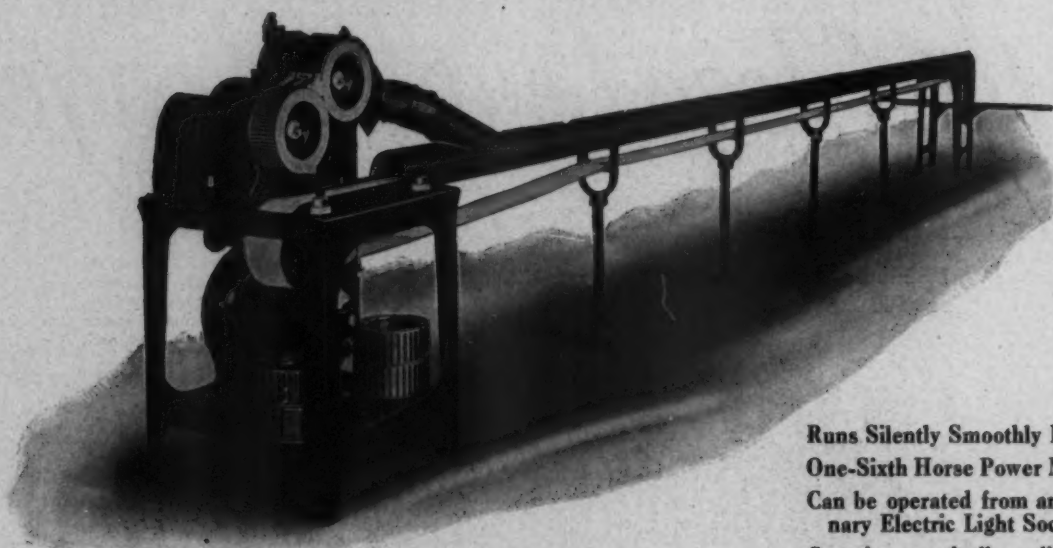
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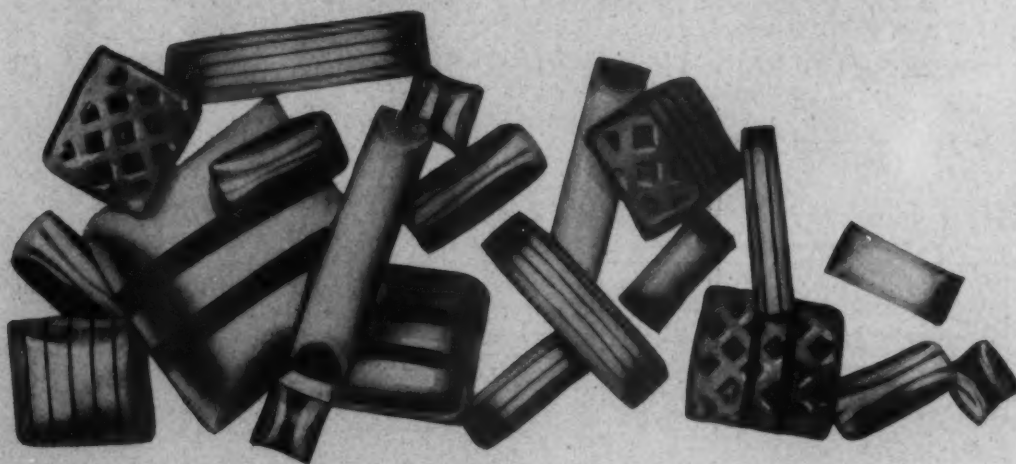
Another Addition to the Famous Savage Line



Runs Silently Smoothly Easily.
One-Sixth Horse Power Motor
Can be operated from an ordinary Electric Light Socket.
Capacity practically unlimited.

For Cutting Hard Candies

Pillows, Soft Center and Satin Finish Goods, Kisses, Chips, Waffles, etc.



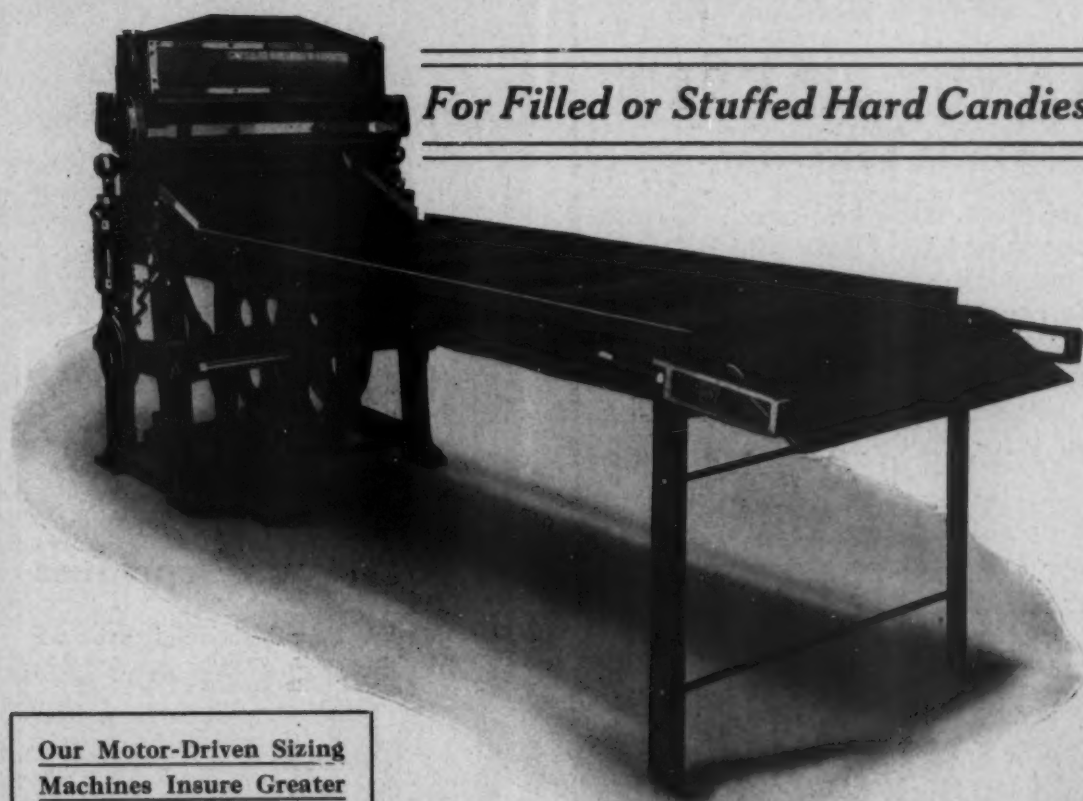
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SAVAGE BROS. CO.

2638 Gladys Ave.

Chicago, Ill.

SIMPLEX Improved Motor Driven Plastic Press



For Filled or Stuffed Hard Candies

Our Motor-Driven Sizing
Machines Insure Greater
Production and Accuracy

The Simplex Improved Plastic Press
has a greater output capacity than the older type machines; *24 inch Die Bars*; direct motor drive, two speeds, special wire screen conveyor. Operation economical, simple and exceptionally accurate—every machine given a practical test before shipment.

*An assortment of popular dies included
with every press. No extra charge.*

VACUUM CANDY MACHINERY COMPANY
326 W. Madison Street CHICAGO

Tycos Temperature Instruments

INDICATING-RECORDING-CONTROLLING

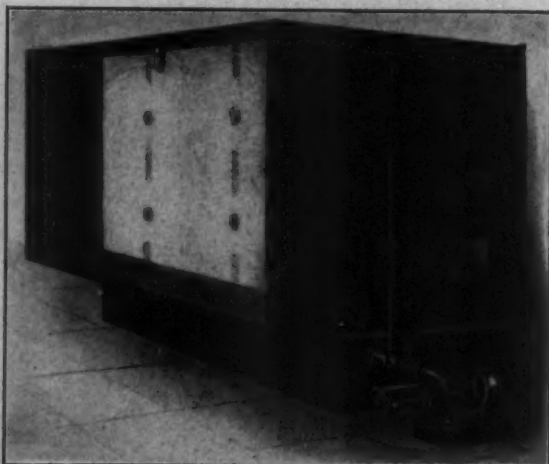
CANDY MAKER'S CATALOG

Just the catalog you need. Covers the complete *Tycos* line of thermometers for Indicating or Recording candy making temperatures. Quality production through exact knowledge of temperature. If you have not received one, write today for Part 900.

Taylor Instrument Companies
Rochester, N. Y., U. S. A.

There's a *Tycos* and *Taylor* temperature instrument for every purpose.

924



Lynn Dehumidifier, showing Revolving Spray Nozzle System for Air Conditioning in Candy Manufacturing Plants.

Successful Candy Manufacture

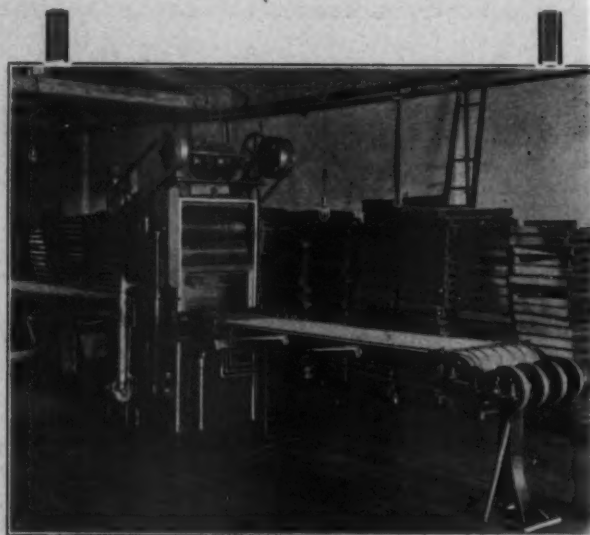
Fine Confectionery, Perfect Candy, Glossy Chocolates which retain their flavor, texture and keeping quality, meeting the specifications of the most particular and exacting buyers, are dependent upon uniform temperature and humidity conditions in your dipping and packing, and cooling rooms.

Bids submitted on receipt of plans and specifications
Manufactured and Installed by

HELMER AIR CONDITIONING CORP.

SUCCESSORS TO
LYNN AIR CONDITIONING COMPANY, INC.
103 PARK AVENUE NEW YORK, N. Y.
CHICAGO, MONADNOCK BLDG.

For a more detailed description of the Lynn System see Oct. issue of this Journal page 33.



Stronger Belts

especially woven
for your machines

A Gilmer Coating Belt is the belt for longer wear, smoother running and all 'round better service.

Gilmer originated the endless coating belt. Gilmer belts are especially constructed to fit your machines. They come ready to run.

Tensile strength is another outstanding feature of Gilmer Coating Belts. They are solidly woven from the finest long fibre white cotton. A Gilmer belt means years of perfect satisfaction.

Gilmer Coating Belts are surprisingly low in price. Write today for complete information.

L. H. Gilmer Co.
Philadelphia



"It's a Gilmer Product—You can depend on it."—Happy Van, the Gilmer man.

Gilmer

Your Troubles Are Over

Chocolate coatings turned gray—too thick—and the worry and time spent in keeping chocolate in enrobers at just the right temperature are entirely eliminated when you use a



Powers Regulator. It accurately maintains the chocolate in enrobers at a steady, uniform temperature which never rises more than 1° above or below the temperature desired.

It Saves Labor. It saves the operator's time for more important work than adjusting steam and cold water valves to get chocolate at the proper temperature. It is more accurate and obedient than a human helper.

It Stops this Waste of Chocolate. When chocolate in enrobers gets too cold the coatings get too thick. A Powers Regulator eliminates this waste of chocolate. You get coatings of uniform thickness.

You Get Coatings of An Excellent Glossy Finish. No more coatings off-color because the temperature of the chocolate gets too hot, and no more delays and waste of chocolate and enrober man's time in running gray goods over again.

This Regulator Makes Good or We Receive No Pay! It costs you nothing to find out what EXTRA PROFITS you can get from your enrobers with this regulator. The coupon below will bring particulars of our 30-Day FREE Trial Offer and prices. May we send them?

THE POWERS REGULATOR CO.
Specialists in Automatic Heat Control

2796 Greenview Ave., CHICAGO

NEW YORK

BOSTON

TORONTO

31 other offices. Your Telephone Directory will tell you if one is in your city.

(2616)

The Powers Regulator Company,
2796 Greenview Avenue, Chicago.

Let me have, without obligation, particulars of your 30-Day Free Trial Offer and the prices of your regulator for chocolate enrobers.

Name

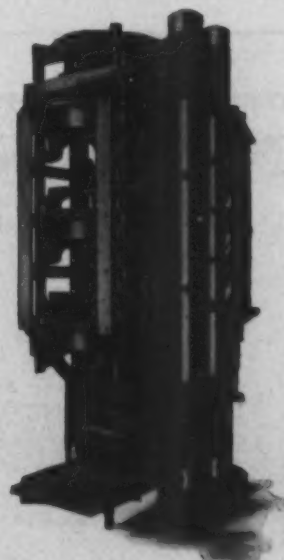
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Address

Cocoa Butter Production

The exclusive automatic devices in the construction of Carver Cocoa Butter Presses account for the superior efficiency of this equipment.

With these presses manufacturers can press out a maximum Butter or Standard Cocoa at will.



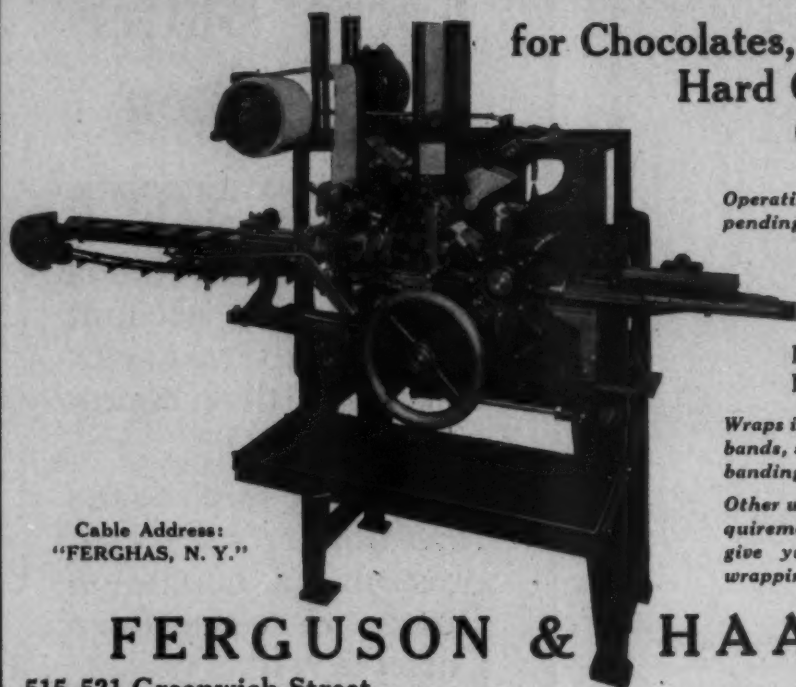
Patented and Patents Pending

Glad to send Catalog

FRED S. CARVER
ENGINEER

8 West 40th Street
New York

HIGH SPEED WRAPPING MACHINE



for Chocolates, Almond Bars,
Hard Candies and
Other Confections

Operating speed—70-110 per minute, depending on the character of the piece to be wrapped.

Suitable for pieces ranging in size from:

	LENGTH	BREADTH	THICKNESS
Min.	1½"	¾"	¼"
Max.	4½"	1½"	½"

Wraps in foil, waxed or glassine paper and bands, sealing the bands, or, if desired, the banding device may be omitted.

Other wrapping machines for different requirements. Send us samples and let us give you full particulars in regard to wrapping them.

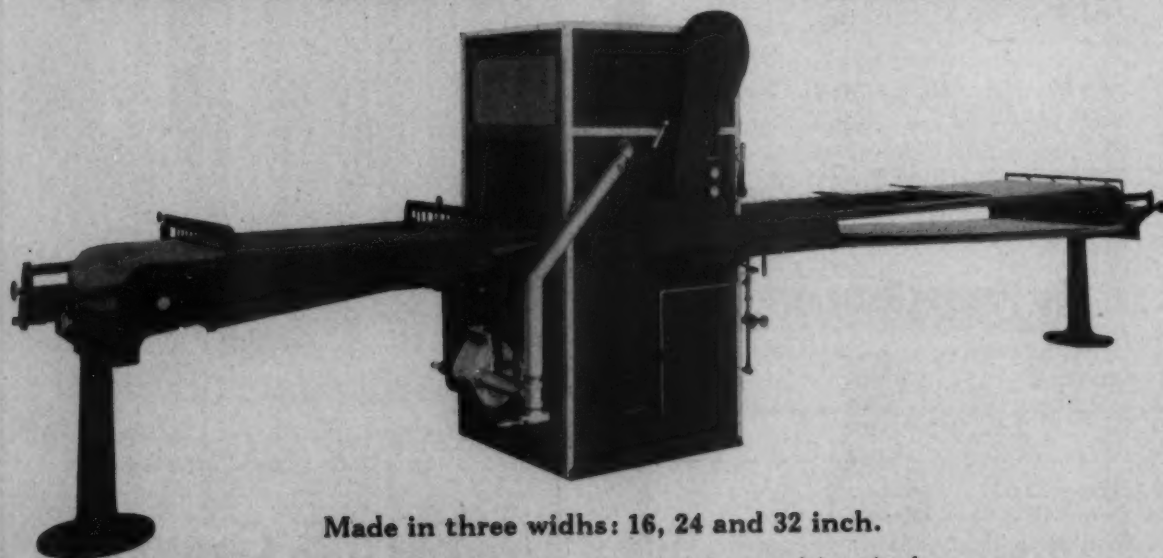
Cable Address:
"FERGHAS, N. Y."

FERGUSON & HAAS, Inc.

515-521 Greenwich Street

NEW YORK CITY

UNIVERSAL COATER



Made in three widths: 16, 24 and 32 inch.

Let us show you the merits of this machine before placing your order. Send for free booklet.

UNIVERSAL CANDY and CHOCOLATE MACHINERY CO.

4 FISK AVE., SPRINGFIELD, MASS.

What's Your Problem?

(797) *Would you please publish in your valuable magazine what causes the centers of chocolate creams to shrink on the bottom about a week after dipping? There is no leaking, but at the bottom a shallow hole is formed inside the coating at the bottom.*

THERE is very little definite data here on which to base an answer, but the possible conditions are obvious.

If the goods were right immediately after dipping and then shrank, it could only be because they dried out. To make this possible they must have been very thinly dipped and the centers high in sugar, a moderate priced piece of goods.

It would be better to increase the quantity of corn syrup in the center and dip a little heavier. Both these changes will aid in preserving the moisture content of the center and so decrease the liability of shrinking.

We would suggest a trial of the following formula:

Fondant.....	80 Lbs. Sugar	Cook to 240° F.
	20 Lbs. Corn Syrup 43°	and cream.
Bob.....	20 Lbs. Sugar	Cook to 238° F.
	5 Lbs. Corn Syrup	

Add 75 lbs. of the fondant batch, softened by heat but not melted, and 10 lbs. of some good frappé to the bob; heat and cast.

The above makes a good center, but the finished product will be considerably improved if 5 lbs. of invert sugar is melted and added at the same time as the frappé.

It is very important to consider the storage conditions surrounding the finished goods. It is best that the room be cool and comparatively dry. A warm room, although not warm enough to melt the chocolate coating, will soften it to some extent and so increase its permeability to moisture. In most cases a warm room is a dry room and the combination of softened chocolate and dry air is very likely to produce dried out, shrunken centers in a comparatively short space of time. A shrunken center always shows up by depressing the flat surface of the goods and this is generally the bottom.

An Editorial About Candy Cooks

ONE problem which is ever present with the manufacturing confectioner has been presented with such force to the editor of this page that it called for a good deal of thought and investigation, and I am convinced that unless some radical change is instituted in the industry the trouble will increase rather than diminish.

We refer to the difficulty of procuring competent cooks.

An advertisement for a gum, marshmallow or cream man always brings many replies, but generally very few, if any, *cooks*. There are not many and we, as an industry, are producing fewer and fewer each year.

Who Is Learning the Candy Maker's Trade?

The aim of every worth while working man is steady work at good pay and he is going to put his time and productive strength, which are his capital, into some industry which supplies these returns. The reply that cooks and foremen are given steady work to hold them is inadequate. The road to a cook's job is not easy to travel and is doubly hard and uninviting if it must be covered in eight month relays. A young man must be either half a loafer who likes part time or an indefatigable enthusiast to work up to a competent cook on the present schedules for helpers. Many other fields are open where the future is just as bright and the remuneration sure and constant. We have interviewed many cooks who had sons or relatives at an age where they must choose their trade and in every case the reply has been that to work in a candy fac-

tory meant part time all summer and a tiring rush at Christmas. That rush was not dreaded, rather looked forward to, but it was not commensurate with the discomfort of a slim pay envelope, if any at all, during the summer.

The Manufacturer's Motive in Stabilizing Production

The dream of every manufacturer has always been to so balance his line that he would be busy the year round, but we believe this has always been with a view to equalizing his profits and his overhead. True, the average manufacturer regrets each spring that he must break up his force and re-train green men in the fall rush, but little thought is given to the ultimate consequences which are resulting from the failure to produce competent skilled help, at the kettles especially.

Other seasonable industries meet this condition by paying wages which in the months of occupation pay an aggregate equivalent to a steady year's pay. But this is a bad practice, bad for the industry, the consumer and the worker. We have found that in some cases the manufacturer turns to a field entirely foreign to his own and meets the need of the rush in that field. An example of this is shown in a northern canning plant. When the building was constructed it was equipped with extra large elevators and when the snow and cold of the northern winter makes automobiling impossible the plant is kept warm and filled with cars which the owners, in many cases agents

who must accept deliveries during the winter, want in proper storage. This is not applicable to the candy industry, but shows what enterprise and determination can do. A case more in point is a confectioner who over-rated his refrigeration and in summer turns the entire equipment to the manufacture of artificial ice. This does not teach candy cooks, but it does cover his overhead and assures a good number of his employees steady work. In his case the entire ice output is consumed under contract by two neighboring ice cream plants who find it cheaper to buy at the price this candy man can make them than to install their own plants. Everyone benefits.

Every manufacturer, no matter how independent he likes to feel, is really dependent on his labor for the operation of his business. With this in mind it is the responsibility of the manufacturer to make the work as attractive as possible.

The writer is one of those who feel that the percentage of workers who are influenced in their connection mainly by enameled wash rooms and fresh laundered uniforms, is very small. This is unfortunate, as these things are all good for the men and the product. The character of work turned out is largely dependent on the habits of the individual worker, so these habits should be cultivated in the right direction toward neatness and cleanliness. Clean, neat quarters should be supplied the workers and they should be required to keep them as they find them, *but no dependence should be placed in comfort, medical care, insurance or social service to induce men to trust their present or*

future to the candy business in the face of steady work at good pay in some other line of industry.

A Suggestion

Keep on looking for summer candy business and equip your factory with proper air conditioning apparatus, so you can keep going full time in hot and rainy weather. But remember that there is no Christmas in summer. On the side study the business of your neighborhood and see if it does not supply some warm weather activity which could keep your employees busy and interested in our industry the year round.

This subject is one of vital interest to *you*, whether you have a full complement of cooks or not. You will not always have, for remember there are others who are short of good men and will take yours away while you are trying to convince the man they want that he should stay with you at less pay because he learned his trade with you and should appreciate all the nice things you have said of him in the past, and that he should convince the grocer that a bill can be paid during the summer with a bonus paid during the war.

As this problem is one which pertains to every manufacturer, we would like to get some general discussion on it and will appreciate replies. These replies may be printed or quoted or the substance of several lumped in one statement; in any case if confidence is requested it will be respected.

**FOR THE GOOD OF THE INDUSTRY
WRITE YOUR OPINION AND SUGGESTION.**

Labor and Employment Methods

(Continued from page 20)

umn the methods that one firm has found successful in operating a suggestion system.

Nearly every firm of any size has some sort of a mutual benefit association. Many are quite prosperous and have a long record of success. There seems to be unanimous agreement as to the practical value of such organizations.

(1) Have You Had Any Experience with Shop Committees or Employees' Representatives?

The author has been unable to get data from a confectionery plant in this country that has had any experience with shop committees or employees' representation. Many firms, of course, have safety committees. The author would be glad to hear of any firm that has had experience with employees' representation. He has, however, collected considerable information on this subject in other industries and will be glad to answer inquiries on the subject from any manufacturer.

Statement of the Ownership, Management, Circulation, Etc.,
Required by the Act of Congress of August 24, 1912,
of The Manufacturing Confectioner, published monthly at Chicago, Ill., for Oct. 1, 1923.

State of Illinois, County of Cook, ss.—Before me, a notary public in and for the state and county aforesaid, personally appeared Earl R. Allured, who, having been duly sworn according to law, deposes and says that he is the publisher of The Manufacturing Confectioner and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to-wit:

1. That the name and address of the publisher is Earl R. Allured, 30 N. La Salle St., Chicago.

2. That the owners are: The Manufacturing Confectioner Publishing Co.; Earl R. Allured, 30 N. La Salle St., Chicago; Adolph Goelitz, Highland Park, Ill.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him.

Sworn to and subscribed before me this 21st day of September, 1923.
EARL R. ALLURED, Publisher.
PRUDENCE M. WALKER.

(My commission expires Dec. 4, 1923.)

Training Help in Candy Plants

(Continued from page 30)

high positions. It is essential that the attitude taken is that of finding a way to carry out the suggestion if possible, not alone for the value of the suggestion itself, but for the moral effect upon the workers.

Fifth, the sums paid for suggestions should be large enough to be a definite incentive and should bear some relation to the value of the improvement of the company. Some awards should be made at first for the sake of encouraging employes even if they are not of actual value.

It would be difficult to summarize in this space adequately all of the information which has been collected as a result of this study. These studies will be continued and the author expects to present in a subsequent issue general conclusions as to the various activities which should be recommended to confectionery plants. Manufacturers who have not sent in information regarding their work are invited to send in their comments and to tell the publishers what activities have been found worth while.

It is evident from the interest displayed by various manufacturers in this subject that candy manufacturers are giving considerable thought to the question of how they can best develop and maintain an effective working force and that interesting changes in present labor policies may be expected within the near future.

Costa's Candy Co. is a new factory which has just started operation in New Orleans. This plant is manufacturing high-grade chocolates, mints and also bulk goods.

The Schuster Company of Cleveland, Ohio, manufacturer of fruit juices, syrups, etc., is planning to start the manufacture of confectionery.

Directors of Petitfils Confiserie, Inc., of Los Angeles, have paid a five per cent dividend to stockholders. The company was organized May 18, 1923, as a merger of the W. W. Petitfils store and the Brown Candy Company.

The Laura Secord Candy Co., of Toronto, is offering fifteen prizes to school children amounting in all to \$500.00 in gold, for the best essays, short stories or composition on the life and career of Laura Ingersoll Secord, the Canadian heroine of 1812.

A new candy manufacturing concern has just been organized in New Orleans: The Yorkman Candies, Inc.

Laura Secord Confections, Limited, Toronto, have their plans ready and are calling for tenders for an addition to their factory in Montreal. The addition will be a four-story and basement steel and concrete building 55x85 feet, and will double the plant's capacity and number of employees. At present the company is using every available square foot of space and expansion is imperative.



The above is a reproduction of the copy which appeared on 10,000 Boy and Slate Signs throughout the United States on October 13th. These attractive window signs are part of a dealer service campaign put out by the National Refining Company, whose headquarters are in Cleveland Ohio. This substantial co-operation was prompted by the efforts of the Confectioners' Association of Cleveland.

Otto J. Schoenleber Sixty-five Years Young

Otto J. Schoenleber, president of the Ambrosia Chocolate Co., Milwaukee, celebrated his sixty-fifth birthday on October 16th by a "Social Re-union" of sixty-five of his friends, each one representing one year in the life of the pioneer citizen, at the Republican house in Milwaukee. For many years he has been an outstanding figure in the life of Milwaukee and prominent in the confectionery industry.

Mr. Schoenleber was born in Kilbournstown, now part of Milwaukee, in 1853. He engaged in the furniture business and later manufactured office furniture. In 1894 he withdrew from this field and organized the Ambrosia Chocolate Co., of which concern he is now president and treasurer.

Mr. Schoenleber has been active in many local organizations and identified with musical and literary circles, being the author of several humorous plays, poems and letters.

A. Leopold Auerbach passed away September 26th. Mr. Auerbach was a partner of the firm of D. Auerbach and Sons of New York City.

Theodore Brothers, St. Louis, have recently taken over the Mother Goose factory in South St. Louis. Theodore Brothers manufacture the Golden Bee Chocolates and other candies.

A new candy manufacturing company has been organized in Portland, Maine, The Choco Ice Co.

Our Policies on Handling the Working Force

An Answer to Our Recent Questionnaire Regarding Employment Methods

From The N. D. Q. Specialty Corporation of New York

October 24, 1923.

Mr. Earl R. Allured, Editor,

The Manufacturing Confectioner Publishing Co.,

30 North La Salle Street, Chicago, Ill.

Dear Sir:—

Answering your letter dated October 17th in my opinion the most important problem in the Candy Industry is that of labor and I have long ago convinced myself that hiring and firing help enters more into production costs than material and overhead charges.

It is comparatively easy to figure both of the latter because invoices give us an absolute basis for the first and certain fixed charges enable us to figure the latter. But the element of labor is something "intangible" and the "spirit of getting as much as you can for doing as little as possible" is in the air and this applies almost entirely to unskilled labor.

I find the best paid employees are the ones who really earn their pay while not 5% of those not skilled and receiving a great deal less do not earn what they take. This condition has forced upon us the necessity of careful selection—training—education and by a process of elimination which is very, very slow we manage to get a few good steady employees, and right here I want to say that while our Corporation has enjoyed a good healthy growth it would be much larger today were we able to get a larger percentage of competent help. This applies principally to female help, and the girl earning

from \$18.00 to \$30.00 per week requires practically no supervision because she knows what is required and the standard of work that must be turned out—piece workers and time workers alike.

It's the unskilled girl who earns from \$14.00 to \$18.00 per week that brings up production costs, and these girls are of course less intelligent and all the comforts and conveniences we offer have no effect.

The intelligent girl is the one who knows the difference between good and poor working conditions and she sticks to her job because she knows the longer she sticks the more expert she becomes and that this means a fatter pay envelope.

I am sending you herewith particulars regarding some of the benefits, comforts, and conveniences we offer our employees and these of course have helped us in getting a better class of employees than you would ordinarily find in the average Candy Factory.

In conclusion I might add that a certain amount of stock has been set aside for some of the foremen and office employees and the dividends paid we consider a very good investment.

You have our privilege to mention our name and to publish the entire letter together with enclosures if you desire.

Yours very truly,

N. D. Q. SPECIALTY CORPORATION.

(Signed) PHIL. J. KNORPP, President.

PJK/MA

(Each employee is given a copy of the following)

Lockers

For each employee a type of Locker is provided which is equal in every respect to the best now being used by high class Clubs, Gymnasiums, etc. They are 7 feet high, 18 inches deep and 16 inches wide—each has an upper shelf for hats and packages and a lower shelf for shoes and rubbers. The height of these lockers will not make it necessary to fold any clothes as it is ample for even long coats. They are also ventilated top and bottom causing a constant circulation of air which will help dry damp clothes.

A key for which a deposit of 25c is required is furnished and this deposit is returned when employee leaves. In case key is lost additional keys are supplied at a cost of 25c each. The inside of locker must be kept clean by employee.

Lunch Room

A bright, airy and sanitary lunch room is maintained for the benefit of all employees. The white enamelled metal tables and chairs help to give this room a cheery appearance and here are also the necessary facilities for frying—heating, or boiling any food you care to bring along. After every meal each employee is expected to clean the dishes and utensils used and to return them to the China Closet or Cupboard.

Stars

Any pay-day you find a little red star on your pay envelope you will know that an extra dollar has been laid away for you and all these stars or dollars will be handed to you about ten days before Christmas. They will come in mighty handy when you start your Christmas shopping—so get all the stars you can.

Here is the way you do it: Simply work the full time provided by the working schedule and to do this of course means that you must be punctual. These stars are credited to piece workers as well as time workers, so you see it is an extra reward for punctuality. This is not a bonus because we do not believe in giving bonuses. A bonus to our minds is nothing more or less than something an employee has earned, but has not received when it was earned. We believe in paying our employees all they earn each week.

Stars will not be paid to employees who leave of their own accord but employees discharged will receive all stars credited to them.

You will not be penalized if you are a few minutes late, as we allow "20" minutes each week for unavoidable delays, but if your tardiness amounts to "21" minutes in one week you lose your "Star" which means that this one minute will cost you just "One Dollar." "Watch

this Minute," also remember that if you "take off" an hour or so some afternoon to buy a hat or a pair of shoes, you can add a dollar to the cost because you will lose your star.

Free Life Insurance

The life insurance policies which have been distributed to all regular employees of the N. D. Q. Specialty Corporation are an expression of appreciation more substantial than mere words would be—an expression of goodwill from management to employees for the loyalty they have exhibited. The insurance is payable to the beneficiaries named in the various certificates upon the death of the certificate-holders or it will become payable to the certificate-holders themselves in case of permanent total disability, as defined in the certificate.

The amount of insurance under each certificate will increase from year to year as you remain with us. The largest amount payable to anybody will be \$1,500, the smallest amount \$1,000.

In buying this insurance we have selected the Travelers Insurance Company, Hartford, Connecticut, not only because it is the largest multiple-line insurance company in the world and is sound and stable, but also because it makes a particular point of paying claims promptly and without the red tape that people have come to expect in the collection of amounts of money running as high as \$1,000. In fact, the Travelers makes a point of paying all claims under group life insurance certificates within forty-eight hours after notice. Usually the Company succeeds in paying these claims within a few hours after the notice has been given to them.

If there is anything in your certificate or in the plan as announced which you do not understand fully, feel at liberty to ask your superintendent or ask in the office. We want everyone to know about the insurance plan and we believe that each person holding a certificate should notify the person named as beneficiary of the existence of the certificate.

Annual Outing

This is the big event for every employee and preparations for merry-making and real fun are usually started early in January of each year—the outing taking place the latter part of June.

The management and selection of the place where these outings are held are left entirely to the employees.

These outings usually consist of an auto or boat ride to some first class resort where chicken or shore dinners are served and where facilities are provided for entertainment such as dancing, boating, bathing, and the holding of the various prize contests such as the tug-of-war, hundred-yard dash, potato and bag races, etc.

While the N. D. Q. Specialty Corporation each year donates a sum sufficient to cover the entire cost of auto service, dinners, band, decorations, printing, etc., employees may bring along a limited number of their relatives or friends but, these are obliged to pay for their tickets. The outing is free for employees only.

Radio

During the spring and fall months of each year it is usually necessary for employees to work evenings and in order to make this night work more cheerful the N. D. Q. Specialty Corporation has installed a long distance Radio for the benefit of their employees, enabling them to hear and enjoy the talented speakers and singers right in their place of employment instead of having to go to the theatre to hear them.

Savings Bank Accounts

Ever tried to save money? Pretty hard job, wasn't it? "Money in the bank is something we all like to have but somehow or other we don't like to bother to go to the bank and deposit a dollar or two and we wait to get

a worthwhile sum to deposit. Then we usually find that the larger sums slip away before we get them in the bank."

In our plant folks have a plan which takes the "if" out of thrift. A great many of our folks have built up good sized bank accounts by the plan and they didn't have to be stingy with themselves to do it either. Here's how the plan works. If you want to join, ask your foreman for a membership card which reads as follows:

Amount.....

To My Employer:—

Kindly deposit the above amount of my wages each week in The EAST NEW YORK SAVINGS BANK. It is understood that these deposits will go to the credit of my *personal* account and that I may stop these deposits or may withdraw all or any part of my savings at any time as provided by the regulations of The East New York Savings Bank.

.....
Sign your name here.

We have this plan in the factory for the convenience of our employees. We like to see them save and get ahead. No one is compelled to join. The firm gets nothing out of it, in fact it means more work for our office in sending the lists and money to the bank.

The amount you save each week is deposited to your *own personal account*. No one but yourself can withdraw the money. You can stop depositing, increase or decrease the amount any time you want to by simply going to the bank and filling out a slip. The bank is about two minutes' walk from the N. D. Q. factory.

The total amount you have saved under the plan is secret, as the bank is not permitted by law to let the firm or anyone else except yourself know what you have drawn out or the balance you have on deposit.

The plan is perfectly safe as all money is deposited in the East New York Savings Bank, Atlantic Avenue at Pennsylvania. This bank is 54 years old and has resources of over \$17,500,000. It is a co-operative bank where every depositor is a partner. If you have an account in this bank, you are a part owner and entitled to receive the regular 4% interest dividends on your savings.

A great many of our employees are using this plan and the number is getting larger each year. Joining the savings plan is one of the best things you can do, because you don't miss the small weekly amounts you save, and in a very short time you have a good nest egg laid away.

Spoons

Sooner or later employees are bound to take the "matrimonial step" and as a token of remembrance the N. D. Q. Specialty Corporation gives to each employee taking this step six (6) Sterling Silver Teaspoons engraved in "Old English" initial of his or her prospective name.

These spoons are certainly very useful and they will also remind the employee of his or her most blissful days, "The Spooning Days."

Miscellaneous Comforts and Aids

Great Bear (Waukesha) Spring Water is furnished the year round and during the warm weather this is iced by hygienic coolers. Each employee is presented with a glass tumbler.

Toilets and wash bowls are kept in a sanitary condition with the liberal use of soap and water—No disinfectants are used. All wash rooms have mirrors and are supplied with hot and cold water, soap and paper towels.

First aid supplies are constantly on hand and all employees are covered for compensation by the State Insurance Fund.

How Much Does a Clean Boiler Save?

By W. F. Schaphorst, M. E.

HERE is an interesting and valuable chart for finding the fuel saved by keeping boilers clean. Simply zigzag across the chart three times with a straight edge or fine black thread, as indicated by the dotted lines drawn across, and the per cent of fuel saved is found in the last column at the right—column G.

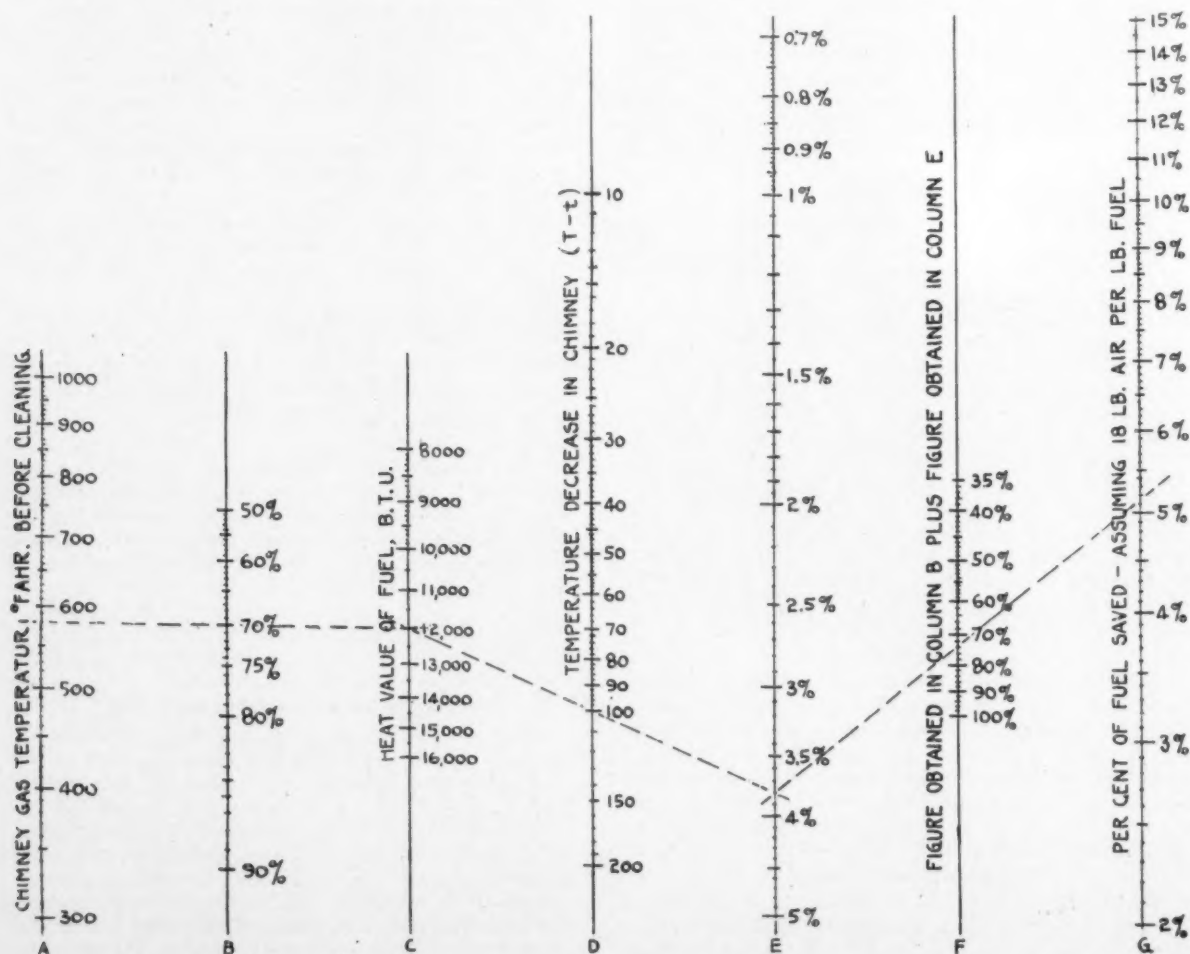
For example, if the temperature of the chimney gases before cleaning was 580 degrees F., and after cleaning 480 degrees and if the heat value of the coal is 12,000 B.t.u. per lb., what is the percentage of fuel saved?

Connect the 580 (column A) with the 12,000 (column C) and make a note of the figure intersected in column B. In this case we find the figure in column B to be 70%. Now begin at the 12,000 (column C) and run a line through the temperature difference (before cleaning and after) in column D, which is easily figured mentally to be 100 degrees. Continue the line until it intersects column E. Column E, you will note,

is intersected at 3.8%. Now from this point (column E) run through the figure in column F which is the sum of the figures obtained in columns B and E. In this example the sum is (70 plus 3.8%) 73.8%. The continuation of this last line through column G gives the answer as 5.15%.

The instructions on the chart itself tell just what to do as you go along. Each column is fully explained, excepting columns B and E which are to be "added together" for use in column F. In zigzagging across, the second line from column C to column E begins where the first line ended—at the 12,000 B.t.u. the 13,000, or whatever it happens to be. In this example it is 12,000 B.t.u. In the same way, the third line, from column G, begins where the second one ends.

The writer has experimented with this chart to find which is quicker—the chart itself or the formula on which the chart is based. In every



instance I found the chart to be much the quicker. The only mathematical operation involved—adding two simple numbers—requires very little time of thought and can frequently be done mentally.

Not long ago I developed and published a formula for computing the fuel saved by cleaning boilers. This formula met with considerable approval. One correspondent, however, asked if I could alter the formula and get rid of the "boiler efficiency factor" which was contained in the formula. Many operators of boilers haven't an inkling regarding their boiler's efficiency, and as soon as one begins to talk efficiency to them they shrug their shoulders and give up the task as hopeless.

With this correspondent's suggestion in mind I sought out some good representative steaming tests where I knew the firemen and engineers did the best they could and derived this formula.

$$100 (T - T)$$

$$0.22H - 0.37T - T$$

Per cent of fuel saved, assuming 18 lb. of air per lb. of fuel.

Where

T = the temperature of the chimney gas before cleaning, degrees F;

t = temperature of chimney gas after cleaning, degrees F;

h = heat value of fuel in B.t.u. per lb.

This is the formula upon which the chart is based. It contains the three most important factors, all of which are usually known or determined without great effort. T and t can be

found by means of a pyrometer or a thermometer properly placed in the gases. If a thermometer is used, don't place it close to any comparatively cool body or the bulb will radiate heat so rapidly as to affect the reading considerably. The heat value of the coal H can be ascertained with fair accuracy from Bureau of Mines publications, which list the heat values of coals mined all over the United States.

Naturally, the chart is subject to criticism. It is not claimed to be "perfect." No boiler efficiency formula can be expected to be perfect, containing three factors, as this one does.

It is simple, however, and that is a thing that is always wanted. It shows clearly that low initial temperature in exit gases is most desirable. It shows that the cleaning operation should reduce the temperature as much as possible. The lower the final temperature the better. It also shows that it is desirable to use high quality coal—coal of high heat value. The lower the initial temperature and the higher the heat value of the coal, the more difficult it is to save coal, because under such conditions the efficiency of the boiler is already high.

The range of this chart is great enough to include most boilers. The efficiencies range from 50 to 100%. The maximum temperature decrease shown is 200 degrees F., which is sometimes exceeded but seldom is an average decrease. Column G shows that the chart will compute savings all the way from 2 to 15%. Should your problem be so unusual as to fall outside of this chart, which is improbable, recourse may be had to the formula which is given above.

Customs of the Raw Material Trades—Weighing

(Continued from page 23)

have the goods weighed before delivery or where, in the event of a discrepancy between the shipping and receiving weights on a "delivered" sale, the weight signed for by your receiving department is valid—provided also that there existed at the time of the purchase neither trade custom nor agreement to accept a contrary weight billing. As a matter of fact, transactions of this sort are more or less a matter of confidence. If the shortage is not unduly large and the supplier believes in your honesty, he will ordinarily accept your figure and bill you accordingly.

If you are inclined to deduct on minor short-

ages, it is only fair to say so before buying, in order that the supplier may have an opportunity to protect himself by having the goods weighed. But by far the most important thing in this matter of weighing is to specify where and at what point in the transaction the weighing is to be done, provided trade custom and terms leave the least element of doubt.

(In the next installment of this article, Mr. Lund will discuss the subject of tare weights—their origin and application to the raw materials used in candy manufacture.)

COMING!—In Connection with This Series on Purchasing.

Care of Raw Materials In and Out of Storage.

50 Desk Tests for Raw Materials.

The Market Trend—a summary of market comments, buying suggestions and purchasing psychology.

Stabilizing the Factory Working Force

By Mabel E. Wallace

Employment Manager, The Geo. H. Streetman's Sons Co. of Cincinnati

WHEN industry was in its infancy the employer was the manager, purchasing agent, the shipping clerk, and the friend to his employee. He lived in the same community with his help and he knew when Bill had sickness and death in his family and when Bill needed a raise. Then as industry grew the employer moved up to the hill-top, he came down to the plant in an automobile, he employed a works manager, sales manager, director of finance, a purchasing agent, etc., etc. However, during this change he forgot all about the friend to his workman. Thus we have today the entrance into industry of the director of industrial relations, the director of personnel, employment manager, welfare worker, or whatever you are pleased to call him. This movement is an effort on the part of the management to represent the employer to the worker, to bring back the old feeling of trustfulness, friendship and good-will which existed when the owner was personally known and appreciated by his men. It is trying, if you please, to put humanity into business.

Many large companies have spent large sums of money experimenting upon the stabilization of their working force. They have a director of industrial relations, who has under his supervision an

Employment manager, handling recruiting, selecting, wage and records.

Health and safety engineer, looking after physical examinations, medical advice, first aid treatment, and safety.

Training expert, directing apprentice training, vestibule school, safety education.

Service man, taking care of recreation, housing, Americanization, restaurant, mutual aid, insurance,

while in companies employing from three hundred to five hundred we usually have a centralized employment office, with one person looking after the recruiting, selecting, placing, training, transferring, discharging, acting in an advisory capacity on rates and wages, adjustment of grievances, suggestion system, restaurant, and so-called welfare work.

The employment and service department deals with all personnel problems and is intended to eliminate waste on the human side of the industry.

Getting Started

The first duty of the employment manager is to know the plant, then to know the foremen,

and most important, the kind of human beings which apply for work and the type which work out best in the respective departments. Usually the foremen do not take kindly to the idea of an employment manager; they fear that they are being robbed of the privilege of selecting their workmen, and they cannot see where they are going to benefit by the arrangement. The confidence of the foremen must be gained in the very start; they must be educated and humored. In the Strietmann Bakery we have an Executive Club. Meetings are held at the Business Men's Club, with the president of the company presiding; the meeting begins with a good dinner, then the remainder of the evening is given over to the discussion of the personnel work. We could not put over the idea of a "requisition for help" or a "job analysis" until it had been thoroughly discussed at one of these meetings; then after its use and purpose had been explained the work was easy. Do not try to force employment work upon the foremen; give it to them gradually and it will not be long before they begin to see that quite a burden has been taken off their shoulders, and then they become sold to the idea.

Recruiting

Help may be recruited through:

1. Advertising,
2. Applicants at the plant door,
3. The old employees,
4. The public schools,
5. Employment agencies.

We have found the method of recruiting through our old employees to be the best. We ask our employees to recommend their friends for our vacancies. They have been exceedingly cautious about those they have sent in, because they feel that, in a measure, they are responsible for the work of their friends.

Interviewing

A good method to use in interviewing prospective applicants is, at the start to ask them to fill out your application card—this card on one side should contain space for name, address, age, birthplace, date of birth, marital state, dependents, schooling, also the last four places of employment, how long each was held, wage made at each, why ended; the other side of the card may be used by the employment office for remarks and to record the impression the applicant made. We rate the applicant according to our judgment of his training, experience and

personality. Rating from one to ten, five being an average person; one to five below and five to ten above average. After making up the application card the applicant is more inclined to talk about himself and from his conversation his traits and characteristics will be brought out. By the personal interview may fairly well be determined the physical and mental fitness, mental suitability, the inherent attitude of mind and spirit of the applicant.

Selection and Placing

In order to select and place the applicant, a "job analysis" is indispensable. The forms for the "job analysis" should include an outline of the duties of each job, the age person preferred, the schooling required, physical build, motion, working conditions, starting wage, next advance, time required to learn, and overtime. The job should be fully outlined to the applicant, the disadvantages and the possibilities explained to him, before he is hired; this tends greatly to keep down discontent on the part of the worker later on. Accompanying the "job analysis" should be the trade test, developed in such a way that by a series of questions given to an applicant who is claiming to be skilled in a trade, may be determined whether he is an apprentice, journeyman, or expert tradesman. However, it is never good policy on the part of the employment office to hire a skilled man without first sending him for an interview with the foreman under whom he will work. It seems to me that there is a big opportunity for the various cracker bakers in getting together and developing a set of standardized job specifications and trade tests. There is a difference in selecting; in 1918 what we were pleased to term selection was really collection. During a labor shortage we collect labor, while during a labor surplus we attempt to select labor. In selecting our help we give special attention to their *work record, health and native intelligence*. We are using a few very simple psychological tests given to determine only the native intelligence of the applicant. For example, an individual with a fifteen-year mentality should be able to repeat seven digits, as: 7—3—9—8—5—2—4; should execute four commands, as: bring that book from the table, sit down in this chair, turn to page 158 and read the second paragraph. I presume that, like the Strietmann Bakery, some of you have jobs in your plants which do not require an exceedingly high grade of mentality, in fact the "moron," the individual with a mentality of from twelve to fourteen years, works out most successfully where there is monotony of action. Reminds me of the story:

Native Intelligence Tests

"A valuable horse was lost and after a lengthy search on the part of the owner, a liberal reward was offered. One day, to everyone's surprise, Jim, the village joke, came up the road leading the horse. Upon questioning, he said he had found him down by the creek.

'How did you happen to look there?' 'Well,' said Jim, 'I just got to thinking where I'd like to go if I was a horse—and—I went and he was.'"

Like a physical entrance examination, the psychological test should be used *not* for elimination, but as a means of better determining the work for which the applicant is best fitted. So in selecting and placing workers, thought must

First. Be given to his fitness for the position.

Second. His fitness for the organization.

This involves his character; he must have a character capable of being in harmony with the character of the organization. No matter how skilled the workman, if he is out of harmony with the spirit of the firm he is a detriment to himself and to others.

Introducing the New Employee

We found that a large number of employees were leaving during a period of service extending from one day to one week. We determined to see if giving them a better start, or laying more stress upon their introduction, would not help this situation. It is only proper that the employee should be introduced to his foreman. We would not bring a guest into our home for dinner and not introduce him to our mother and sister. In many plants the *watchman is the host*, and he tells the new employee to "*follow the crowd*." Therefore, we introduced our help to their department foreman—furthermore, we appointed one of our young women as instructor. All new girls are turned over to her; she is a friend to them, she shows them how to find the locker room, the lunch room, tells them about the library, clubs, shows them where to secure their uniforms—in fact, she is the hostess for our bakery family.

Training

The new employee is started in some simple work, under the supervision of an instructor, works for a few days of initial training and then as he shows the ability for the other work, and the opportunity arises, he is placed upon the more difficult operations. Too much emphasis cannot be laid upon training. We want to develop the best method of training the employee; however, let us avoid the "breaking in" process. Permit me to use a homely illustration on this point—you all admire the pride and spirit of a well trained horse; now think of the old plow horse; he is surely "broken in," but how would you like to ride behind him? Let us not kill the spirit in the employee; let us not forget that he is human, that he is created of God and made in His likeness.

Voluntary quitting is often caused for the simple reason that the workman knows that he does not "know" his job and rather than be "fired" by the "boss," he takes a chance at another job. How often a worker needs someone to just take him in hand, someone that is truly human, and deal with him as with another

human being and thereby train and instruct him in the work which is to be undertaken. It is well said that a manufacturer is *turning out two products*—the one is the finished product and goes out through the shipping door, and the other is the human product and goes out through the "employees' door." You are known in your community by your product in goods, and in humanity, and your employee is *what he was when you hired him plus what you have made him.*

Promotion, Transfer, Discharge

The authority of the foreman concerning promotion, transfer and discharge should be limited to recommendation only. Promotions have a good effect upon the morale of the working force and they may often be made without giving a raise in wage or a change in work, for all

workmen like recognition. You must have, however, a definite plan by which you will know who deserves the promotion. Transfers may be made to readjust misplacement, to fit the round peg in the round hole, to give the workman another chance to make good, and to take care of the fluctuation in work in the various departments. An employee will often fail under one foreman, but will work out splendidly with another, so that when hiring all unskilled help, as we do, it is folly to permit discharge in one department while recruiting for another.

Grievances and Complaints

Grievances and complaints must be received by the firm. Unless the workman has a proper place to register his "kicks," a feeling of resentment will develop which later on is hard to

THE GEO. H. STRIETMANN'S SONS CO. EMPLOYMENT REPORT MAY 1919

APPLICANTS INTERVIEWED 81
NUMBER HIRED 13

	BAKING		PACKING CARTON		ICING		S.W.		T.C.		SHIP.		MISC.	
	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%
EMPLOYED	1	2.7			4	8	6	20.3			1	3		
RE-EMPLOYED											1	3		
TRANSFERRED							1	3						
TOTAL ENTRANCES	1	2.7			4	8	7	23			2	6		
EXITS														
LEFT OWN ACCORD	7	19	2	2.7	6	12	8	28			1	3		
DISCHARGED											1	3		
LAID OFF											1	3	1	3
TRANSFERRED			1	1							1	3		
UNAVOIDABLE							2	6						
TOTAL EXITS	7	19	4	5	6	12	10	33.8			3	9	1	3
DEPT. TURNOVER	19%		4.3%		12%		28%				9%		3%	
ABSENCES	21		92		36		46		2		3		4	
TOTAL ABSENCE	203													

PLANT TURNOVER MAY 1919

	NUMBER	PER CENT
EMPLOYED	12	4.8
RE-EMPLOYED	1	.4
TRANSFERRED	1	.4
TOTAL ENTRANCES	14	5.6
LEFT OF OWN ACCORD	23	9
DISCHARGED	1	.4
LAID OFF	1	.8
TRANSFERRED	1	.8
UNAVOIDABLE	3	1.2
TOTAL EXITS	31	12.5
PLANT TURNOVER	10.5%	

MAY TURNOVER—2% INCREASE OVER APRIL 1919; 16.5% UNDER MAY 1918

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remedy. A mistake in pay, a slighting remark on the part of the foreman, complaints of favoritism, are seemingly on the surface, small things, but in the mind of the workman these little grievances look tremendous, and if he has no opportunity to be set right, distrust will develop. Give him a chance to get his "grouch" out of his system.

Employees should not be permitted to leave without a personal interview with the employment manager. This interview is very important, for it is a good time to find out the cause of his dissatisfaction and to obtain suggestions for improving the condition. You also wish to be sure that the employee is discharged wisely. By this we mean to give him a report on his work, to point out to him the cause of his failure and to advise him in regard to the overcoming of his weakness. In all event have the employee go away thinking good of the firm.

Records

Emphasis must be placed upon the keeping of records, but care must be taken not to make the records over-elaborate. At present the tendency is toward one large card; we call ours the "Efficiency Card." On this card we record all of the history connected with the worker—his weekly pay, his absence and the cause of his absence, transfers, promotions, lay-offs, rating of the foreman regarding his work, etc., etc. The records, however well kept, are useless if we forget that records are only our tools. Their value is measured by the amount of their use.

Turnover

We tabulate our turnover monthly, using the accepted definition that turnover is the ratio of the total separations to the daily average number of employees actually at work. In other words, the total number of separations during the month, divided by the average daily attendance, multiplied by 12, equals the annual labor turnover. We use the standard form adopted by the National Association of Employment Managers, classifying our separations by department and by reason of leaving, then making up a plant turnover record. Analysis of our turnover shows us many weaknesses and many changes have been made because of this analysis. When we have a *repeated turnover on one job* we know that something is wrong with that job and we set about trying to find and to correct the fault. It is our aim to make our turnover a prediction of the class of help to be recruited for months ahead. Our yearly turnover for 1918 was 272 per cent, for we hired 786 employees, had 732 total exits—with an average daily force of 269—making our annual labor turnover, deducting the unavoidable separations, 252 per cent.

By giving attention to our employment problems we have been able to cut our turnover in

half in the first six months of this year. When we begin to analyze the cost of training we begin to recognize the cost of labor turnover; for training should not be considered welfare work—it is production work—it is getting the worker ready for maximum production. The cost of training a new workman has been estimated at from \$30.00 to \$80.00, barring the increased liability of accidents. The cost of labor turnover involves:

1. The clerical work connected with the hiring.
2. Instruction of the new employees by an instructor or foreman.
3. The increased wear and tear on the machines and tools.
4. Reduced rate of production during the early period of employment.
5. Increased amount of spoiled goods.

Welfare or Service Work

The increased efficiency of your employment organization will lessen the need for welfare work in your plant. Welfare is a term which is more and more to be avoided in industry, for with the word goes a tinge of charity which has a bad effect upon the worker; and it is truly the well-being rather than the welfare of your employees that you are interested in. Service work, however, has its place in your organization; such work as safety, sanitation, ventilation, all help to make the employee healthy and efficient, and the employment more ideal. We have a player piano, dancing and a library for our help, because we believe that in using the noon hour as a recreation period the employees are more capable of more efficient work in the afternoon. Our lunch room, where we serve hot soup and coffee, is indispensable. This is given as an aid to proper employment, and is termed service work. Our only deviation from service work is our annual picnic, which is a real frolic, affording a get-together of the company officials, office help, department heads and factory employees.

Conclusion

"The essential in industry today is the man"—if we neglect the man we starve the industry and take away from it its vitality and initiative. Every change made in our working force is an interruption; it starts friction which runs through the whole body. In consideration of these facts, let us "put our house in order" by *studying each job, proper selection, training, just wage, proper working conditions, protecting the worker against fatigue, accident and disease, and open an adequate channel by which the worker may reach the management; for the only way to stabilize the working force is to overcome the motives of change, and replace them with the motives for staying.*



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207

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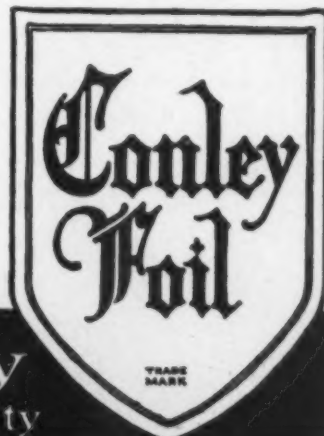
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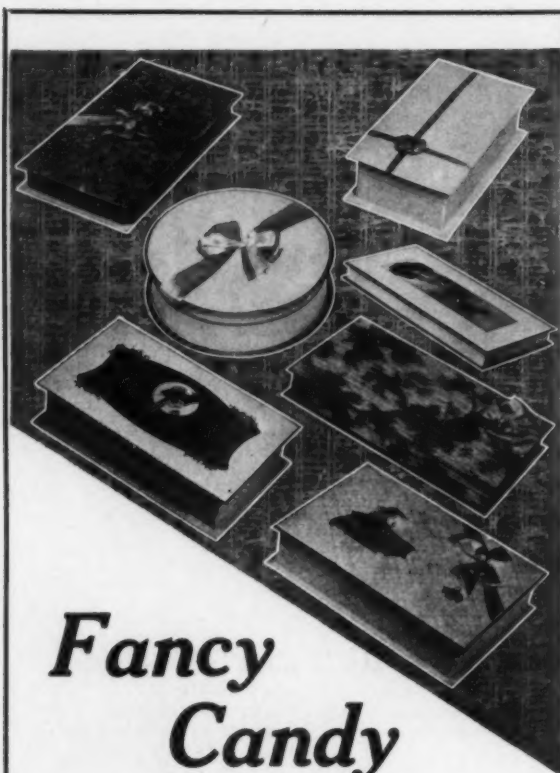
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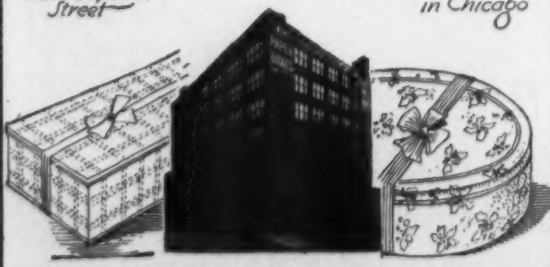
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Assorted Fruits and Nuts	1 1/4 oz.	4 1/2 oz.	8 1/4 oz.
Assorted Chocolates	1 1/2 oz.	4 3/4 oz.	8 1/2 oz.
Bitter Sweets	1 3/4 oz.	5 oz.	8 3/4 oz.
Bon Bons	2 oz.	5 1/4 oz.	9 oz.
Chocolates	2 1/4 oz.	5 1/2 oz.	9 1/4 oz.
Caramels	2 1/2 oz.	5 3/4 oz.	9 3/4 oz.
Fudge	2 3/4 oz.	6 oz.	10 oz.
Chocolate Covered Cherries	3 oz.	6 1/4 oz.	11 oz.
Chocolates and Bon Bons	3 1/4 oz.	6 1/2 oz.	12 oz.
Chocolates with Fruit	3 1/2 oz.	7 oz.	13 oz.
Milk Chocolates	3 3/4 oz.	7 1/4 oz.	14 oz.
	4 oz.	7 1/2 oz.	15 oz.
Dipped Nut Meats	1 lb.	2 lbs.	8 oz.
Hard Centers	1 lb.	2 oz.	2 lbs. 12 oz.
Special Assortment	1 lb.	3 oz.	3 lbs.
Fruit Cordial	1 lb.	4 oz.	3 lbs. 8 oz.
Whipped Cream Cherries	1 lb.	6 oz.	4 lbs.
Chocolate Almonds	1 lb.	8 oz.	4 1/4 lbs.
	1 lb.	12 oz.	4 lbs. 8 oz.
	2 lbs.	4 oz.	4 1/4 lbs.
	2 lbs.	4 oz.	5 lbs.

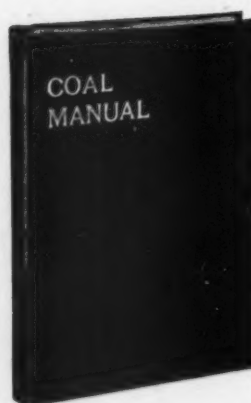
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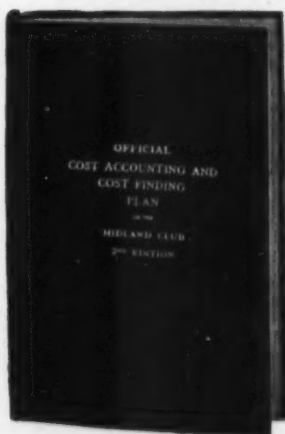
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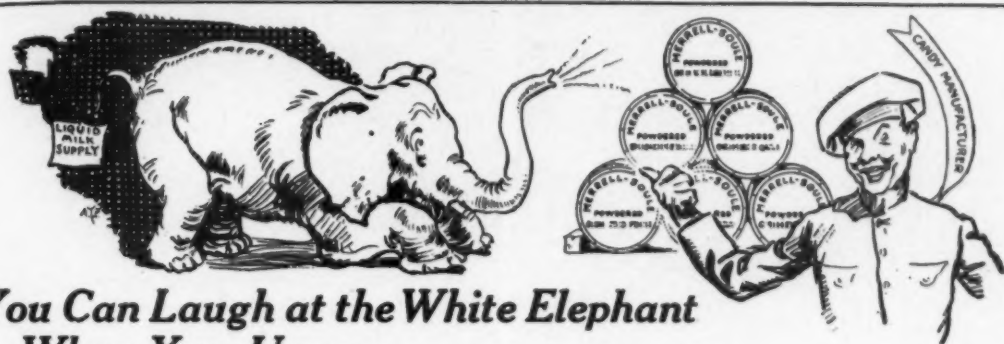
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 - 1 7½-h.p. Direct-Current, Compound-Wound Elevator Motor for single-belt machine. Made by the Northern Electric Company, Madison, Wis. Volts 500, Amp. 13, Speed 540. Made special for Moline Elevator Company.
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FOR SALE—1 Savage after-dinner mint machine with fifty ft. conveyor; 1 Hohberg Waffle and Pillow hard candy machine, with two sets of chains and fifty ft. conveyor; 1 80-gallon iron kettle peanut salter with steam coils, including two baskets; 1 20-inch power sizer; 2 Herald furnaces, complete with blower; 1 Racine marshmallow barrel heater; 1 six-ton Brunswick ice machine, complete with condenser and coils. Above machinery is in good working order. Will sacrifice for immediate cash sale. The Max Glick Company, Cleveland, Ohio.

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WANTED—FIRST-CLASS CHOCOLATE enrober man; one who understands tempering chocolate and can handle five enrobers. State salary wanted and furnish references. Address T323, % The Manufacturing Confectioner.

WANTED—FIRST-CLASS FOREMAN for hard goods department. Must understand his business and be able to handle help. State wages wanted and send references. Address T324, % The Manufacturing Confectioner.

WANTED—FIRST-CLASS PAN MAN. One who can handle help and take charge of department. State wages wanted and furnish references. Address T325, % The Manufacturing Confectioner.

WANTED—COMPETENT, EXPERIENCED forewoman to assume charge of packing department. Gorton Chocolate Co., Corning.

HELP WANTED.

WANTED—SECOND PAN MAN FOR large middle western concern. Steady work all year around. State wages wanted, age, experience, etc., in first letter. Address V327, % Manufacturing Confectioner.

WANTED—EXPERIENCED MAN, thoroughly competent to take full charge of chocolate dept., consisting of 5 enrobers, 20 hand dippers and about 100 chocolate wrappers and packers. Biggest end of the business, enrober dipped, 5c bars. Apply, stating experience, salary expected. Give references. Address V328, % The Manufacturing Confectioner.

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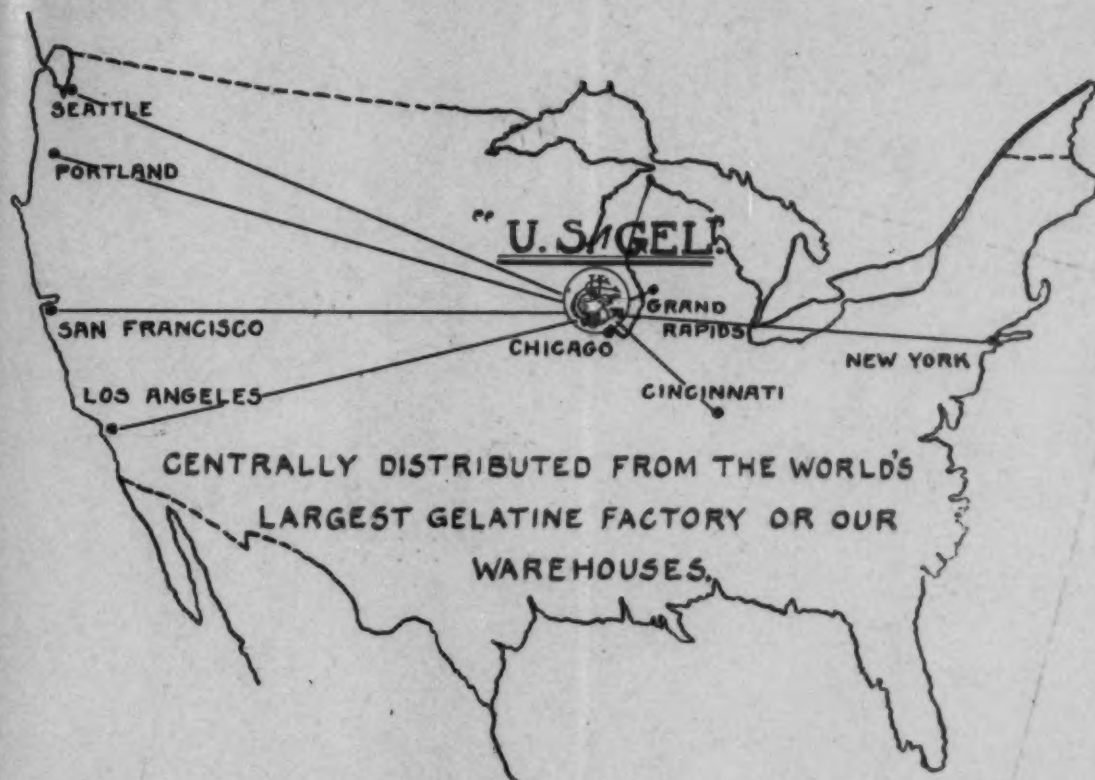
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